



COUNCIL *on* FOUNDATIONS

2010 Grantmakers Salary and Benefits Report

KEY FINDINGS

WHO WE ARE

The Council on Foundations is a national nonprofit association of approximately 2,000 grantmaking foundations and corporations. As a leader in philanthropy, we strive to increase the effectiveness, stewardship, and accountability of our sector while providing our members with the services and support they need for success.

OUR MISSION

The mission of the Council on Foundations is to *provide the opportunity, leadership, and tools needed by philanthropic organizations to expand, enhance, and sustain their ability to advance the common good.*

STATEMENT OF INCLUSIVENESS

The Council on Foundations was formed to promote responsible and effective philanthropy. The mission requires a commitment to inclusiveness as a fundamental operating principle. It also calls for an active and ongoing process that affirms human diversity in its many forms, encompassing but not limited to ethnicity, race, gender, sexual orientation and identification, age, economic circumstance, class, disability, geography, and philosophy. We seek diversity to ensure that a range of perspectives, opinions, and experiences are recognized and acted upon in achieving the Council's mission. The Council also asks members to make a similar commitment to inclusiveness to better enhance their abilities to contribute to the common good of our changing society. As the national voice of philanthropy, the Council is committed to promoting diversity. We are equally committed to including a wide range of perspectives, opinions, and experiences as we work to achieve our mission. Similarly, we ask Council members to commit to diversity and inclusiveness to enhance their own work. To that end, we provide them with the tools, educational programs, and opportunities they require to more effectively serve the common good.

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COUNCIL *on* FOUNDATIONS

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KEY FINDINGS

The Council on Foundations' *2010 Grantmakers Salary and Benefits Report* provides the most comprehensive information available on the composition and compensation of U.S. independent and family, community, public, and corporate foundations, and direct giving programs. It enables grantmakers to benchmark their compensation by foundation type, size, and region across 34 paid professional and administrative staff positions. The *Report* also offers extensive information for those seeking to benchmark their bonus systems, insurance practices, and retirement benefits.

The *Report* presents some of the most frequently requested information on foundation composition and compensation, based on the survey responses of 740 foundations nationally, of which 688 reported nearly 6,500 full-time paid staff positions. (See "Methodology and Respondents" for details.) To maximize the value of this resource, the following benchmarking data should be used in conjunction with other nonprofit and business compensation information at both the local and national levels.

This report was prepared in cooperation with the Foundation Center, which conducted the analysis.

Staff Composition

AGE

» *Roughly two out of five foundation staff were 50 or older in 2010*

» *10 percent of staff were under 30*

Of the 6,478 reported full-time paid foundation employees, age information was provided for 4,846 staff. Most staff (42 percent) were age 50 or older, followed by those ages 40 to 49 (28 percent), 30 to 39 (21 percent), and under 30 (10 percent). Public foundations had both the lowest proportion of 50+ employees (36 percent) and the highest proportion of employees under 30 (16 percent). Both the largest foundations—those with assets of \$750 million or more—and smallest foundations—those with assets under \$5 million had the lowest proportions of staff age 50 and older (38 percent and 34 percent, respectively).

The vast majority (75 percent) of foundation chief executive officers (CEOs) and corporate chief giving officers (CGOs) were age 50 and older. By grantmaker type, independent foundations had the highest share of CEOs/CGOs who were 50 and older (84 percent) while public foundations reported the lowest share (58 percent). By grantmaker size, about 90 percent of foundations with \$250 million or more in assets were headed by CEOs/CGOs who were 50 and older. In contrast, this was true for less than half (45 percent) of foundations with under \$5 million in assets.

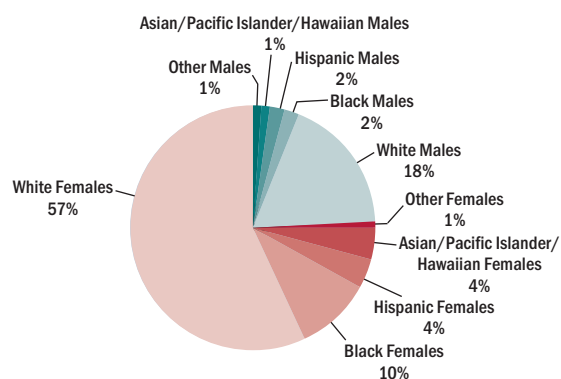
GENDER

» *Women represented 75 percent of foundation staff in 2010 and 56 percent of CEOs/CGOs*

» *Among the largest foundations, women accounted for 34 percent of CEOs/CGOs*

Women dominated staffing at foundations. Female staff made up 75 percent of the 6,261 full-time positions for which gender was reported in the 2010 survey. Women represented 95 percent of foundation administrative staff, 68 percent of program officers, and 56 percent of CEOs/CGOs. They accounted for 73 percent of professional staff overall. By grantmaker type,

Share of All Full-time Paid Staff by Gender and Race/Ethnicity, 2010*



Source: Council on Foundations, *2010 Grantmaker Salary and Benefits Report*, 2011. Based on responses of 665 foundations.

*Respondents were asked to classify individuals using by the following seven racial or ethnic categories: American Indian/Alaskan Native, Asian, black, Hispanic, Pacific Islander/Hawaiian, white, or other. Because the survey did not include a separate question for Hispanic ethnicity, respondents falling into any of the specified "racial" groups may have chosen to privilege that identity over Hispanic ethnicity. Therefore, figures on the share of staff identifying as Hispanic may under-represent the actual share. Totals may not add up to 100 percent due to rounding.

Methodology and Respondents

In July 2010, an invitation to participate in the Council on Foundations' 2010 Grantmakers Salary and Benefits Survey was sent to 1,851 private, community, and public foundations, along with 297 corporate foundations and/or direct giving programs. Recipients included Council on Foundation members and nonmembers, and additional organizations identified by regional associations of grantmakers.

Survey participants were asked to provide base salary information as of February 1, 2010 for their staff members representing 34 full-time paid professional and administrative staff positions, as well as information on their number of years in the position, number of years with the foundation, age, gender, and race/ethnicity. Respondents were also asked to provide information on their foundations' salary administration, CEO/CGO discretionary grantmaking policy, and employee and retiree benefits. Corporate foundations and/or direct giving programs received a custom version of the survey that asked about corporate CGOs and other staff topics specific to corporate grantmakers.

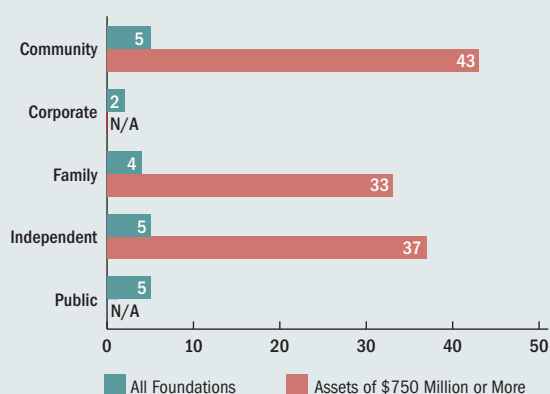
For breakdowns of respondents by foundation type and asset size, see the "Salary Tables" section of this report.

FOUNDATION INFORMATION

A total of 740 foundations responded to the salary survey and provided 2010 salary information on 6,478 full-time paid professional and administrative staff members. Their assets totaled \$165.8 billion and giving amounted to \$10.1 billion in 2009. The median asset amount for respondents was \$52.4 million and the median giving amount was \$2.8 million. The median contribution by the parent corporation to its corporate foundation and/or giving program based on 24 respondents was \$1.06 million. The median parent company profit was \$1.13 billion, based on figures provided by 23 respondents.

By grantmaker type, community foundations accounted for the largest share of respondents (36 percent), followed by independent (28 percent), family (20 percent), and public (11 percent) foundations and corporate grantmakers (6 percent). By region, the largest share of foundation respondents was based in the Midwest (34 percent), followed by the Northeast (25 percent), South (23 percent), and West (18 percent).

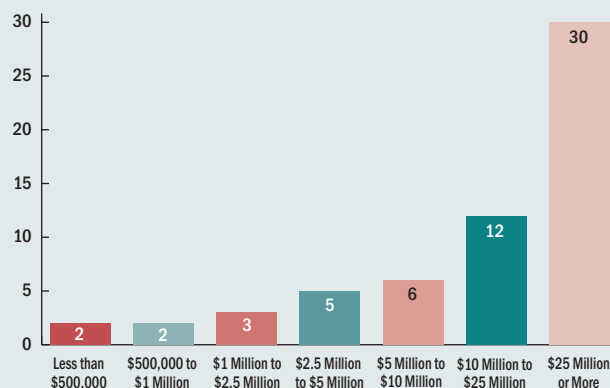
Median Number of Full-time Paid Staff by Grantmaker Type, 2010*



Source: Council on Foundations, 2010 Grantmaker Salary and Benefits Report, 2011. Based on responses of 688 foundations.

*Figures do not include full-time paid staff who are shared or loaned.

Median Number of Full-time Paid Staff by Grant Range, 2010*



Source: Council on Foundations, 2010 Grantmaker Salary and Benefits Report, 2011. Based on responses of 688 foundations.

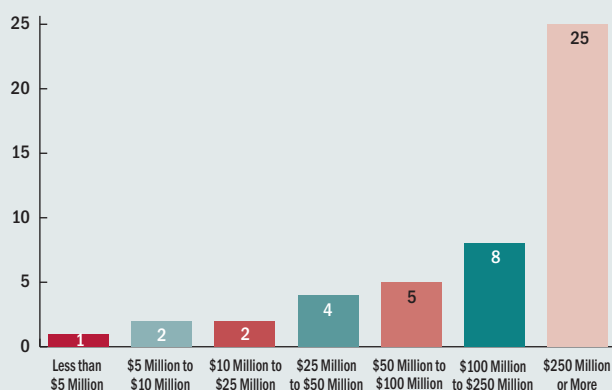
*Figures do not include full-time paid staff who are shared or loaned.

PAID STAFF EMPLOYMENT

Of the 6,478 full-time paid professional and administrative staff that foundations reported in the survey, the largest foundations—those with \$750 million or more in assets—accounted for close to one-third (31 percent) of the total. By grantmaker type, community foundations and independent foundations employed the largest shares (38 percent and 36 percent, respectively), followed by family (15 percent) and public (10 percent) foundations and corporate grantmakers (2 percent). Community, independent, and public foundations all reported median staff sizes of five employees, family foundations had a median of four employees, and corporate grantmakers had a median of two employees.

Finally, close to half of survey respondents (47 percent) indicated that they had at least one full-time paid staff departure in 2009, with a total of 855 full-time paid staff having left by the end of that year.

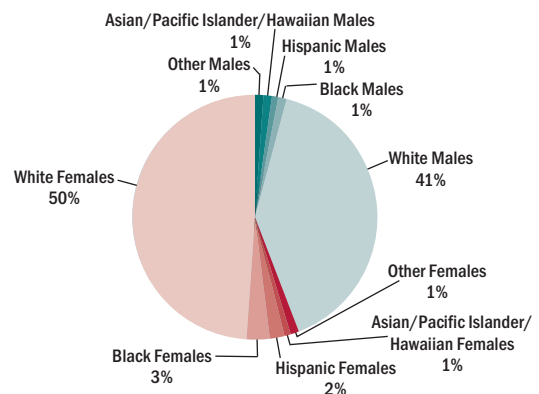
Median Number of Full-time Paid Staff by Asset Range, 2010*



Source: Council on Foundations, 2010 *Grantmaker Salary and Benefits Report*, 2011. Based on responses of 688 foundations.

*Figures do not include full-time paid staff who are shared or loaned.

Share of Full-time Paid CEOs/CGOs by Gender and Race/Ethnicity, 2010*



Source: Council on Foundations, 2010 *Grantmaker Salary and Benefits Report*, 2011. Based on responses of 614 foundations.

*Respondents were asked to classify individuals using by the following seven racial or ethnic categories: American Indian/Alaskan Native, Asian, black, Hispanic, Pacific Islander/Hawaiian, white, or other. Because the survey did not include a separate question for Hispanic ethnicity, respondents falling into any of the specified "racial" groups may have chosen to privilege that identity over Hispanic ethnicity. Therefore, figures on the share of staff identifying as Hispanic may under-represent the actual share. Totals may not add up to 100 percent due to rounding.

community foundations had the highest ratio of female staff (79 percent). By size, smaller foundations—those with assets totaling less than \$25 million—reported slightly higher concentrations of female staff (79 percent) compared to those with assets of \$750 million or more (73 percent).

Despite accounting for the vast majority of foundation staff, women were less well represented in the top leadership positions of the very largest foundations. For example, among foundations with less than \$5 million in assets, women represented 93 percent of CEOs/CGOs in 2010. Among those with \$100 million to \$250 million in assets, the share fell to just half (50 percent). At the very largest foundations—those with \$750 million or more in assets—women accounted for a minority of CEOs/CGOs (34 percent).

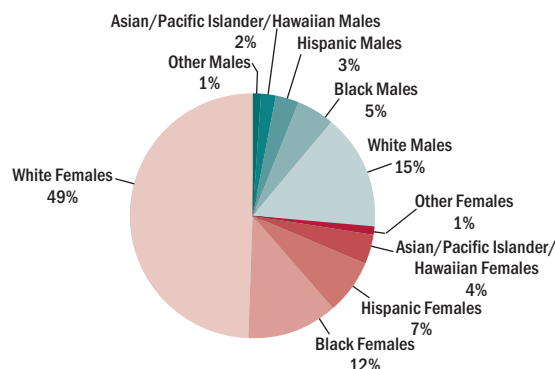
RACE/ETHNICITY

- » **Racial/ethnic minorities represented 25 percent of foundation staff in 2010**
- » **Less than 9 percent of CEOs/CGOs were ethnic/racial minorities**

The vast majority of foundation staff members were white. Of the 6,053 full-time paid staff positions documented in the 2010 survey that specified the race or ethnicity of the staff member, 75 percent were white. Among the other staff, 12 percent were black, 6 percent were Hispanic, 4 percent were Asian,

0.6 percent were Pacific Islander/Hawaiian, 0.6 percent were American Indian, and 1 percent were identified as “Other.” By grantmaker type, independent foundations were more likely to have staff identified as racial or ethnic minorities (32 percent), while community foundations were least likely (21 percent). By grantmaker size, larger foundations reported a greater share of staff who were racial or ethnic minorities compared to smaller foundations.

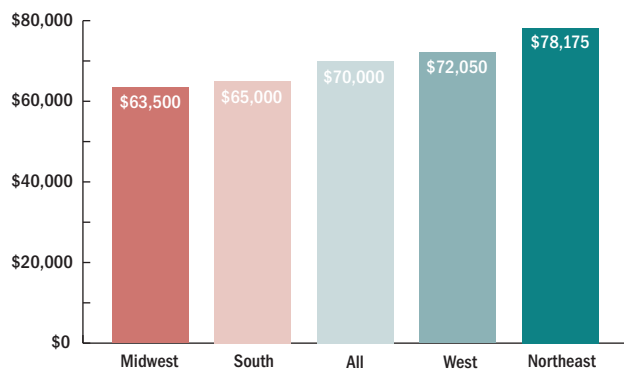
Share of Full-time Paid Program Officers by Gender and Race/Ethnicity, 2010*



Source: Council on Foundations, 2010 Grantmaker Salary and Benefits Report, 2011. Based on responses of 266 foundations.

*Respondents were asked to classify individuals using by the following seven racial or ethnic categories: American Indian/Alaskan Native, Asian, black, Hispanic, Pacific Islander/Hawaiian, white, or other. Because the survey did not include a separate question for Hispanic ethnicity, respondents falling into any of the specified “racial” groups may have chosen to privilege that identity over Hispanic ethnicity. Therefore, figures on the share of staff identifying as Hispanic may under-represent the actual share. Totals may not add up to 100 percent due to rounding.

Median Foundation Salaries by Region, 2010



Source: Council on Foundations, 2010 Grantmaker Salary and Benefits Report, 2011. Based on responses of 688 foundations.

The percentage of program officers who are racial or ethnic minorities rose as foundation size increased. For example, while racial or ethnic minorities represented 37 percent of program officers overall in 2010, they accounted for 46 percent of program officers at foundations with \$750 million or more in assets but a far smaller 21 percent among those with less than \$50 million in assets. Similarly, while ethnic or racial minorities represented 9 percent of foundation CEOs/CGOs overall, they held a far larger 18 percent of these positions among the biggest foundations.

DISABILITY

» *Less than 5 percent of foundations reported having at least one person with disabilities on staff*

Of the 728 foundations that responded to a 2010 survey question on staff with disabilities, less than 5 percent indicated that they employed any people with disabilities. The median number of disabled staff reported by these foundations was one. However, given that staff may choose not to disclose their disabilities, the percentage of foundations employing staff with disabilities is undoubtedly higher.

Staff Compensation

ALL STAFF POSITIONS

» *Median foundation salary in 2010 was \$70,000*

» *Northeastern and Western foundations reported higher median salaries*

The 688 foundations that reported staff salaries in the 2010 survey indicated a median salary of \$70,000 for their 6,748 staff positions. Independent foundations reported the highest median salary (\$82,500) while the medians were notably lower for public (\$65,232) and community foundations (\$59,410). Perhaps reflecting in part higher costs of living, foundations in the Northeast and West had higher median salaries (\$78,175 and \$72,050, respectively) than in the South (\$65,000) and Midwest (\$63,500). Regardless of grantmaker type or region, larger foundations generally reported higher median salaries than smaller foundations.

Among the 34 staff positions tracked in the 2010 survey, program officers accounted for the largest share of reported staff (11 percent). Their median salary was \$80,000. Similar to findings noted above for staff overall, median program officer salaries were generally higher at independent foundations, in the Northeast and West, and at larger foundations.

CEO/CGOS

- » **Median foundation CEO/CGO salary in 2010 was \$150,000**
- » **21 percent of CEOs and 61 percent of CGOs were given a bonus**
- » **Close to half of CEOs and most CGOs could make discretionary grants**

Grantmakers responding to the 2010 survey provided salary information for 635 CEOs/CGOs, or 10 percent of all full-time salaried staff positions. Their median salary was \$150,000. Independent and family foundations reported higher median CEO/CGO compensation (\$205,000 and \$176,800, respectively) than public (\$130,000) and community (\$111,807) foundations. By region, and fairly consistent with staff compensation levels overall, foundations providing the highest median compensation were located in the Northeast (\$169,795); similar medians were reported in the West and South (\$162,567 and \$162,822, respectively). Not surprisingly given their bigger grants budgets and often much broader scope of activities, the largest foundations—those with assets of \$750 million or more—reported far higher median CEO/CGO compensation (\$412,008) than those at lower asset levels.

Most foundations with full-time CEOs (89 percent) had a written position description for them in 2010, and almost half (45 percent) had written contracts or letters of agreement for their CEOs. About 46 percent of CEOs were permitted to make discretionary grants. The median limit per grant was \$10,000, and per year was \$50,000. One-fifth of CEOs (21 percent) were offered a bonus in 2009, and the median bonus amount was \$7,784. In addition, about 30 percent of CEOs received deferred compensation in 2009, with a median amount of \$16,000.

Most of the 40 CGOs reported in the 2010 survey (90 percent) were full-time paid staff. Nonetheless, half of the full-time CGOs had additional duties outside of their foundation and/or corporate giving program. The median share of time spent on these other duties was 20 percent.

Two-thirds of full-time CGOs (67 percent) were permitted to award discretionary grants. The median limit per grant was \$25,000 and per year was \$150,000. About 61 percent of CGOs were offered a bonus in 2009, with a median amount of \$33,500. Over one-fifth (22 percent) of full-time CGOs received deferred compensation in 2009, with a median amount of \$33,000.

SMALL FOUNDATIONS

- » **Median CEO/CGO salary for foundations with one full-time staff member in 2010 was \$82,250**

A total of 93 foundations with one full-time paid staff member responded to the 2010 survey, with 76 indicating that their sole staff member was a CEO/CGO. The median salary reported for a CEO/CGO at these foundations was \$82,250, with a minimum of \$32,000 and a maximum of \$298,187. By foundation type, community foundations with one staff member reported the lowest median CEO salary (\$64,750).

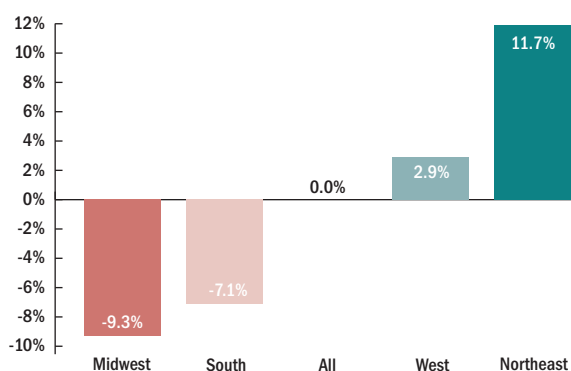
Among the remaining survey respondents, 100 foundations reported salary information for two full-time staff members where one of them was the CEO/CGO. These CEOs/CGOs had a median salary of \$102,400 and a range from \$34,500 to \$286,608.

SALARY INCREASES AND BONUSES

- » **Over half of foundations increased staff salaries in 2009 and 2010**
- » **The median increase each year was 3 percent**
- » **Since 2006, median CEO/CGO salaries rose 20 percent before inflation**

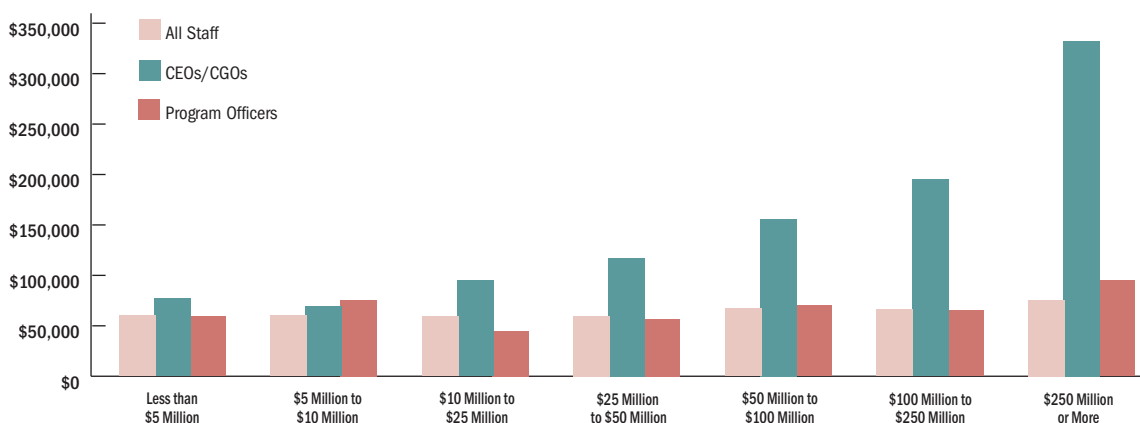
More than half of respondents to the latest survey (57 percent) reported an increase in staff salaries in 2009. These respondents were asked to estimate the average increase for their entire staff. The median salary increase across these foundations was 3 percent. By grantmaker type, independent foundations had the highest proportion of foundations

Difference in Median Foundation Salaries by Region, 2010



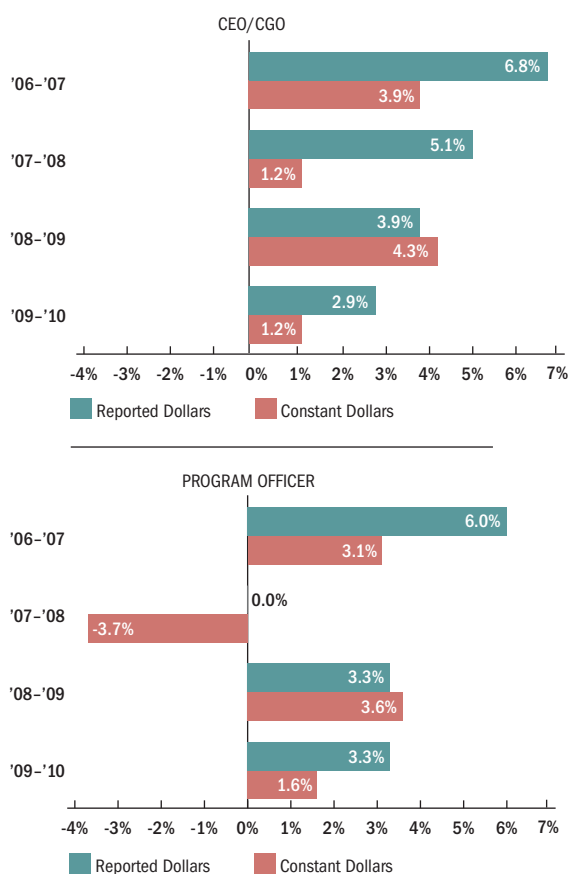
Source: Council on Foundations, 2010 Grantmaker Salary and Benefits Report, 2011. Based on responses of 688 foundations.

Median Foundation Salaries by Asset Range for Selected Staff Positions, 2010



Source: Council on Foundations, 2010 Grantmaker Salary and Benefits Report, 2011. Based on responses of 688 foundations.

Change in Median CEO/CGO and Program Officer Salaries, 2006–2010



Source: Council on Foundations, 2010 Grantmaker Salary and Benefits Report, 2011. Based on responses of 688 foundations.

granting an increase (64 percent) and reported a higher median increase in salaries (4 percent). Community foundations had the lowest share reporting increased salaries (52 percent), although this still represented just over half of these funders.

Close to one-third of respondents (31 percent) granted bonuses in 2009. All staff members were eligible for bonuses at the majority of these foundations (69 percent), and most (68 percent) based the amount on employee performance or merit. The majority (60 percent) also awarded a flat dollar amount. Of the foundations that did not grant bonuses, most (69 percent) indicated that they never grant bonuses while a few (5 percent) reported that they usually grant bonuses but did not do so in 2009.

For 2010, a larger share of funders (62 percent) expected to increase or had already increased staff salaries compared to 2009. The median implemented or planned increase matched the 2009 total at 3 percent. For those that were not planning on increasing salaries in 2010, 68 percent indicated that they usually grant increases but did not plan to do so that year, and 32 percent reported that they increase salaries irregularly.

Finally, over the past five years, median foundation salaries have risen 10.8 percent. CEOs/CGOs benefited from a faster rate of growth in their median salaries between 2006 and 2010—up 20 percent before inflation—while the 13 percent unadjusted gain in program officer salaries during this period was more consistent with the overall rate of growth.

Staff Benefits

OVERALL BENEFITS

» *Nearly all foundations offered voluntary benefits to full-time staff in 2010*

» *30 percent extended benefits to domestic partners*

More than 96 percent of survey respondents reported offering voluntary benefits to full-time staff in 2010 beyond those required by the government (e.g., FICA), and nearly 93 percent offered voluntary benefits beyond paid leave. These proportions were fairly consistent across grantmaker types.

The median total cost of voluntary benefits in 2009 as a share of total salaries was 27 percent. This share was higher for independent (31 percent) and family (30 percent) foundations and lower for public (25 percent) and community (22 percent) foundations. Medical benefits accounted for the highest median share of the total voluntary benefits cost (52 percent).

A majority of respondents (60 percent) indicated they had part-time employees. Among these foundations, 80 percent offered their part-time employees some type of voluntary benefit. By share of funders, the most frequently offered benefits were paid holidays (82 percent), retirement/pension plans (75 percent), annual leave (64 percent), and medical insurance (56 percent). Eighty percent indicated that they had a minimum requirement for part-time employees to be offered benefits, typically based on hours worked per week.

Just over 27 percent of respondents indicated they had retired employees. About one-third of these foundations extended voluntary benefits to their retirees in 2010 (usually medical benefits).

Finally, 30 percent of respondents indicated they extended benefits to unmarried domestic partners of their employees in 2010. Most of these foundations (82 percent) included both same- and opposite-sex domestic partners. In addition, 39 percent of these funders reported extending benefits to same-sex married spouses.

MEDICAL BENEFITS

» *Most foundations provided medical benefits in 2010*

» *Over half funded the full cost of medical benefits*

Nearly 81 percent of respondents indicated they provided medical benefits to their full-time employees in 2010. Among foundations with at least \$100 million in assets, the share rose to 98 percent. A majority (58 percent) of the foundations that offered medical

benefits also covered the full cost of these benefits for their employees. The proportion was slightly higher for independent and family foundations than for community and public foundations. About one-quarter of foundations also covered the full cost of coverage for their employees' spouses, children, or both spouses and children.

For foundations that did not cover the entire cost of health benefits in 2010, the median share of costs covered was 87 percent for single employee coverage. This share remained fairly consistent across foundation types. By foundation size, however, larger foundations tended to cover a higher share.

The overall median monthly contribution by employees for family coverage in 2010 was \$320. Broken out by grantmaker type, community foundation employees tended to pay far more (\$401 per month) compared to those at family (\$275 per month), public (\$262 per month), and independent (\$246 per month) foundations. The median health insurance deductible for a single employee in 2010 was \$1,000 and for a family was \$1,500.

RETIREMENT BENEFITS

» *Nine out of 10 foundations offered a retirement/pension plan in 2010*

Most foundations (91 percent) offered some type of retirement/pension plan to their employees in 2010, and this share varied little by type of grantmaker. Of the respondents that specified the type of plan they offered, the vast majority (91 percent) provided a defined contribution plan. Less than 1 percent offered only a defined benefit plan, and 9 percent offered both. The most common defined contribution plan offered was a Section 403(b) plan (46 percent), followed by a Section 401(k) plan (33 percent).

SEVERANCE

» *Only a small share of foundations had a written severance/separation policy in 2010*

Among the respondents that answered questions related to employee severance, just 13 percent reported having a written severance/separation policy. Public foundations were most likely to have a written policy (23 percent). Community foundations were least likely to have reported this type of written policy (11 percent). By grantmaker size, the largest foundations by assets were more likely to have a written policy.

Most foundations with a written severance/separation policy in 2010 indicated that it included severance pay (95 percent). Additionally, just over

38 percent had a policy that included continued medical benefits and about 22 percent offered outplacement services. Most severance payments were made in a lump sum (58 percent), but about 36 percent said they based the payment on specific agreements and just under 20 percent made payments on their usual payroll schedule.

Staff Tenure

- » *Almost 40 percent of CEOs/CGOs have held this job for at least 10 years*
- » *Close to one-quarter of CEOs/CGOs were promoted from within*

Information on employee tenure was available for all 34 foundation staff positions reported by survey respondents. Foundation librarians reported the longest median tenure in their positions as of 2010: 10 years. CEOs/CGOs showed a median tenure of 8 years. Almost 40 percent of CEOs/CGOs have held their position for 10 years or more. Corporate grantmakers indicated a slightly longer median tenure for their CGOs (9 years), while the median CEO tenure at public foundations was slightly shorter (7 years).

Of the CEOs/CGOs tracked in the survey, close to one-quarter (23 percent) were promoted from within their foundations, as indicated by the length of their tenure with the organization relative to their tenure as CEO/CGO.

The median tenure of program officers tracked in the survey was less than half that of CEOs/CGOs (3 years). Just 8 percent had held their positions for at least 10 years. By foundation type, only family foundations reported a higher median tenure for program officers (4 years).

For 2009, half of respondents (50 percent) reported no turnover for full or part-time employees. Among foundations that did report turnover, the median turnover rate for full-time paid staff was 14 percent for full-time staff. Public and community foundations reported higher rates (17 percent and 14 percent, respectively) than family and independent foundations (13 percent each). For part-time staff, mean turnover rates were far higher overall compared to full-time staff (50 percent versus 14 percent) and consistently higher across foundation types. Administrative staff generally had higher average turnover rates than professional staff. This was the case for both full-time and part-time employees.



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