

Council on Foundations 2011 Corporate Salary Survey

SURVEY DEADLINE: July 29th, 2011

1. Organization name: _____
2. Mailing address: _____
3. City: _____ State: _____ Zip code: _____
4. Preparer's name: _____
5. Preparer's title: _____
6. Phone: (_____) _____ E-Mail: _____

About the Survey

This survey collects information on corporate grantmakers with paid staff.

The survey has been designed to be completed as easily as possible. Most responses require only a check in the appropriate place. Please print answers in the spaces provided, attaching additional pages where necessary.

Information gathered with this survey will be used to produce the *2011 Grantmakers Salary and Benefits Report*. If you complete this survey in its entirety (including required compensation data), you will receive an electronic copy of the *2011 Grantmakers Salary and Benefits Report* (PDF) upon its completion.

The Council has begun conducting most major surveys in partnership with the Foundation Center. While the Council remains the conceptual lead on the survey instrument, data analysis and reporting will be done in partnership with our Foundation Center colleagues. If you have any questions about the survey or would like to participate online, please contact David Wolcheck at (212) 807-2559 or drw@foundationcenter.org.

We ask that you please complete this survey by July 29th.

The Council is committed to (1) the privacy of Council members and survey respondents and (2) wide access to timely information about the internal workings of foundations and corporate giving programs. **Information on board or staff compensation or administrative expenses is only released in the aggregate or with identifying information deleted.** Other information specific to an individual organization's survey is never publicized or shared with the general public, the media, or government. Such information is shared with other Council members or with Council staff ONLY if the survey respondent has indicated on their survey that they are willing to be contacted about their management practices. For more information on how we use and share survey results, see the ***Survey Data Collection and Dissemination Policy*** reprinted on the next page. *Please note that the names of respondent organizations are now made available both in published reports and online.*

<p>IF YOU ARE A TRUST ADMINISTRATOR AT A BANK OR A LAW FIRM OR A CONSULTANT MANAGING A FOUNDATION, COMPLETE THIS SURVEY ONLY IF YOU CAN PROVIDE COMPENSATION DATA FOR STAFF EMPLOYED BY YOUR CLIENT FOUNDATION. THIS SURVEY DOES NOT COLLECT COMPENSATION DATA FOR CONTRACTED SERVICES.</p>
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Survey Data Collection and Dissemination Policy

The following statement highlights important aspects of the Council on Foundation's policy regarding surveys. Complete information can be found at the Council on Foundations Research Department home page:

<http://www.cof.org/programsandservices/research/index.cfm>.

Use of Survey Results

The Council is committed to ensuring that foundation administrators, academic centers, government and the general public have wide access to timely information about the internal workings of foundations and corporate giving programs. To meet that commitment, the Council regularly collects information via surveys and shares it through publicly-available survey reports. We thank the grantmakers who complete our surveys and enable their colleagues to benefit from this valuable information. Their continued support makes our reports both possible and credible.

While some of the information we collect is also provided by the grantmaker through its Form 990 or Form 990-PF, most of it is not. We sometimes request figures from 990s that are not yet available. In these cases, we will accept estimates of those figures.

Information on board or staff compensation and administrative expenses is only released in the aggregate or with identifying information deleted. Other information specific to an individual organization's survey is never publicized or shared with the general public, the media, or government. Such information is shared with other members of the Council or with Council staff only if respondents have indicated on their surveys that they are willing to be contacted about their management practices.

Publication of Data

The results of Council surveys are published in survey reports and now through online reporting and benchmarking tools on our *Benchmark Central* survey site, bmc.cof.org. These published and online reports only display confidential data in the aggregate; the data are arrayed in tables by grantmaker type, asset or grant level, staff size, or other breakdowns of utility to foundations in understanding practices within the foundation world. All published Council survey reports are public documents that can be bought through the Council. Please note that beginning in 2007, the names of respondent organizations will be publicly available both in published reports and online.

Sharing Data with Other Grantmakers

In every survey, respondents are asked if the Council "may refer grantmaking colleagues to your foundation/ grantmaking program on management issues." Nearly 80 percent of survey respondents indicate that they are willing to be contacted. As a professional membership organization, the Council receives thousands of requests for information from its members. Many of these requests are for information about the management practices of other grantmakers. Information about a particular organization will only be provided if that organization has given the Council permission to do so in advance. More detail about the information we provide in response to such requests is identified under **Section I. Basic Information** (next page).

Sharing Data with Council Staff

Similarly, when the editors of Council newsletters (e.g. *Our Philanthropy*) are writing about grantmaking practices, they may request lists of survey respondents who are willing to be contacted about their management practices. Council staff may also request such lists when looking for grantmakers who are willing to share sample documents. Again, this information is only shared if the respondent has agreed in advance to be contacted.

Protecting Your Information Against Loss or Accidental Disclosure

The Council has security measures in place to protect against the loss, misuse or alteration of information in its databases. We use passwords, firewalls and proxy servers to prevent unauthorized access to such information. For more information on how Council data are secured, see "Privacy Statement" and "Terms of Use" on the Council's website (www.cof.org).

If you have additional questions, comments or concerns about the Council's policy, please contact Terri Ashton at 703/879-0698 or terri.ashton@cof.org.

Council on Foundations 2011 Corporate Salary Survey

Section I: Basic Information

1. To be eligible to complete this survey, you must provide COMPENSATION DATA for either a part-time or full-time chief giving officer (CGO) and/or other full-time paid staff.

Are you eligible to participate in this survey?

Yes	No
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If you answered *No*, stop now and discard this survey.

If you answered *Yes*, please continue.

2. May we refer grantmaking colleagues to your foundation for information on management issues other than staff compensation?

Yes	No
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Circle **Yes** if you are willing to respond to phone calls or e-mails about your management practices from members of the Council on Foundations or Council staff. If you check yes, it means that you are willing to have the Council identify you to these individuals (but only these individuals) and provide the information needed for them to contact you.

Circle **No** if do not wish to be contacted about your management practices by your fellow Council members or Council staff. For more information on the policy that governs how we use and share survey results, see *Survey Data Collection and Dissemination Policy* on the previous page.

3. Market value of grantmaking organization's assets fiscal year ending 2010, if applicable:

Report 2010 IRS Form 990-PF, Part II, column C, line 16
Please estimate if the 2009 data are not yet available

\$ _____

4. Dollar value of grants paid in fiscal year ending 2010:
Please estimate if the 2010 data are not yet available

\$ _____

5. What is your grantmaking organization's tax identification number? (if applicable)

6. Is your grantmaking organization is a member of any local or regional association(s) of grantmakers? Please provide the appropriate 3-letter codes under *PRIMARY MEMBERSHIP* and *SECONDARY MEMBERSHIP*.

Primary: _____ Secondary: _____ Other Membership: _____

AGF - Arizona Grantmakers Forum	FPN - Florida Philanthropic Network	NCG - Northern California Grantmakers
AGM - Associated Grantmakers (of Massachusetts)	GCG - Gateway Center for Giving	OHI - Ohio Grantmakers Forum
ABG - Association of Baltimore Area Grantmakers	CRI - Grantmakers Council of Rhode Island	NYR - Philanthropy New York
CAF - Colorado Association of Funders	GNV - Grantmakers Forum of New York	PNW - Philanthropy Northwest
CSW - Conference of Southwest Foundations	OSW - Grantmakers of Oregon & S W Washington	SDG - San Diego Grantmakers
CCP - Connecticut Council for Philanthropy	GWP - Grantmakers of Western Pennsylvania	SEC - Southeastern Council of Foundations
CMF - Council of Michigan Foundations	IND - Indiana Grantmakers Alliance	SCP - Southern California Grantmakers
CNJ - Council of New Jersey Grantmakers	ICF - Iowa Council of Foundations	SFL - The Donors Forum of South Florida, Inc.
DVG - Delaware Valley Grantmakers	MPC - Maine Philanthropy Center	WDC - Washington Regional Association of Grantmakers
CHI - Donors Forum (Chicago)	MIN - Minnesota Council on Foundations	WVG - West Virginia Grantmakers Association
NFL - Donors Forum of Northeast Florida	NMG - New Mexico Association of Grantmakers	WNY - Western New York Grantmakers Association
WIS - Donors Forum of Wisconsin	NCN - North Carolina Network of Grantmakers	

7. What is your organization type?

Corporate Foundation

Corporate or "Company-Sponsored" foundations are organized as private foundations by for-profit businesses. While subject to the same regulations as private foundations, their governing boards usually consist of corporate employees. Although some have endowments that provide grant funds, annual grantmaking usually comes from funds budgeted by the parent corporation instead of endowment income.

Direct Giving Program

Corporate Giving Programs are not organized as foundations. They make grants directly to nonprofits from funds budgeted by the parent corporation. Staff members are corporate employees acting in either a part-time or full-time capacity.

Combined Corporate Foundation and Direct Giving Program

Type of grantmaking organization	Check one
Corporate foundation	
Direct giving program	
Combination of both	

Section II: Corporate Chief Giving Officer

1. Does your grantmaking function have a **staff** (not board or company) Chief Giving Officer/grantmaking program director (CGO)? Fulltime = 30+ hours per week, Part-time = less than 30 hours per week.
(Check only one)
- (a) CGO is Full-time and receives salary (please skip to question 3 and complete rest of Section II)
 - (b) CGO is Full-time and does not receive salary (answer questions 3 – 8)
 - (c) CGO is Part-time and receives salary (please answer question 2 below, then go to Section III)
 - (d) CGO is Part-time and does not receive salary (skip to Section III)
 - (e) No, Foundation has no staff CGO (skip to Section III)

Part-time CGOs ONLY (Answer question 2 only if you have a paid part-time CGO).

2. Part-time CGO Demographics and Compensation in **2011**.

a. What was the part-time CGO's annual base salary as of February 1, 2011 ?	
b. On average, how many hours per week is the part-time salary based?	
c. How many years has the part-time CGO been in his/her current position at the organization?	
d. How many years has the part-time CGO worked in the foundation/grantmaking program?	

	e. Gender (Male/Female)	f. Racial/ethnic group	g. Age Range
Part-time CGO's...			

W=White **P**=Hawaiian/Pacific Islander **A**=Under 30
B=Black **I**=American Indian/AK Native **B**=30-39
H=Hispanic **M**=Bi- or Multi-racial **C**=40-49
A=Asian **O**=Other **D**=50 and over

Full-time CGOs ONLY

3. What is the formal title of the full-time staff CGO?
- (a) President (of the foundation)
 - (b) Executive Director
 - (c) Vice President
 - (d) Manager / Managing Director
 - (e) Other: _____

4. What is the title of the person to whom the full-time CGO reports?

- (a) Chair of Corp Board
- (b) Corp President or CEO
- (c) VP (Sr, Exec, etc)
- (d) Other: _____

5. In what division is the corporate giving program located?

- (a) Corp CEO Office
- (b) Corp Public / External Affairs / PR
- (c) Corp Communications
- (d) Legal / Gov Affairs
- (e) Admin / Personnel / HR
- (f) Freestanding Giving Program
- (g) Other: _____

6. In addition to managing the foundation/giving program, for which of the following programs is the full-time CGO also responsible?

	Check All That Apply
a. Matching gifts program	
b. Workplace giving (e.g., United Way Campaign)	
c. Senior management external involvement	
d. Employee volunteer program	
e. Employee scholarship program	
f. Sponsorships	
g. Economic development	
h. Cause-related marketing	
i. Community relations	
j. Constituency relations (e.g., PACs, etc.)	
k. Media relations	
l. Dues and membership	
m. In-kind contributions/product donations	
n. Communications (external/internal)	
o. Other	

If "Other", please specify	
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7. Does the full-time CGO have additional duties within the parent corporation not related to the foundation/giving program?

If you answer "Yes," please indicate the percentage of the CGO's time spent on "Parent corporation (non-grantmaking) activities" and "Foundation management or grantmaking activities."

	Yes/No	% of time on parent corporation (non-grantmaking) activities	% of time on foundation or grantmaking activities
Additional CGO duties			

8. Is your full-time CGO permitted to make discretionary grants without the approval of the governing board?

If your full-time CGO can make discretionary grants without prior board approval and there is no limit (either per grant or per year), answer "Yes" and leave the related amount field blank.

	Yes/No	If "Yes" Max Amount Per Grant?	And Max Amount Per Year?
Discretionary grants permitted?			

9. Did the full-time CGO receive a bonus in **2010**?

(One-time cash payment not added to base salary.)

	Yes/No	If "Yes" \$ Amount?
CGO Bonus in 2010?		

10. Was deferred compensation set aside for the full-time CGO in **2010**?

(Deferred compensation refers to income which by agreement between the employer and the employee is deferred until a later time [at termination or until after retirement] when the tax effect might be less substantial.)

	Yes/No	If "Yes" \$ Amount?
CGO Deferred Comp in 2010?		

Section III: Salary Administration

A. Staff Salary Increases

1. Staff Salary Increase for **Calendar Year 2010**

a. Was a salary increase granted in 2010 ?	Yes	No
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If "No," please skip ahead to Q. 2a below

b. What was the average percentage increase for all employees?	
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If you can, please provide the portion of the 2010 increase based on each of the following criteria.

Note: These percentages should add up to the total increase entered for your response to Question 1.b above.

	%
c. Merit	
d. Cost of Living	
e. General Increases	

2a. Staff Salary Increase for **Calendar Year 2011**

Was or will a salary increase be granted in 2011 ?	Yes	No	Undecided
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2b. If "Yes," what was or will be the average percentage increase for all employees?

	%
Average Increase	

2c. If you have or will grant a salary increase for 2011, how does 2011's salary increase compare to 2010's?

- (a) Increase lower than last year's
- (b) Increase about the same as last year's
- (c) Increase higher than last year's
- (d) Other, please explain: _____

2d. If no salary increase has been or will be granted for 2011, is this a change from past practice?

- (y) We usually grant salary increases, but not this year
- (n) We only periodically grant salary increases and this is one year in which we have not/will not

3. Where does the budget for corporate grantmaking salaries come from?

- (a) Parent corporation only
- (b) Corporate foundation budget only
- (c) Combination of parent corporation and foundation monies
- (d) Other: _____

4. To the best of your knowledge, how many of your staff members have disabilities?

For the purpose of this survey, an individual with a disability includes: someone with a physical or mental impairment that substantially limits one or more major life activity; someone with a record of such impairment; or someone regarded as having such an impairment.

	Total
Number of staff with disabilities?	

5. To the best of your knowledge, how many of your staff members are lesbian, gay, bisexual or transgender?

	Total
Number that are LGBT	

Section IV: Full-time Staff Compensation

Position Definitions

So that we may report current salary information, please use these definitions to place your employees in the position that most closely match their jobs.

Executive Staff (Non-Financial, Non-Program, and Non-Development)

- (1) CHIEF GIVING OFFICER/GRANTMAKING PROGRAM DIRECTOR: Responsible for directing the overall staff, program, and administrative activities of the grantmaking program. Responsible for the grantmaking program's effective use of financial and human resources. May also be called administrator, executive director, (foundation) president, or other titles.
- (2) ASSOCIATE DIRECTOR/EXECUTIVE VICE PRESIDENT: Number two person. Reports to the CGO. Responsible for directing more than one major program or administrative activity of the grantmaking program. Exercises discretionary power in significant matters and is designated the officer in charge of the grantmaking program's daily activities in the CEO's absence.
- (10) VICE PRESIDENT (Program): Directs the organization's program activities, including grantmaking, special projects, and other programs operated by the organization. Responsible for establishing policies and procedures to manage programs. (At large foundations, may include several incumbents).
- (3) VICE PRESIDENT (Administration) (*not* number two person): Directs multiple internal administrative activities such as personnel, information systems, and office administration. May also oversee financial activities in some organizations. Establishes policies and procedures to manage support activities.

Program Staff

- (11) PROGRAM DIRECTOR: Manages the grantmaking program of a particular subject area (education, arts/humanities, health, etc.) or geographic region. Recommends (or has authority to approve in some cases) distribution of grant dollars within budget for the program area.
- (12) SENIOR PROGRAM OFFICER: Supervises other program staff in implementing grantmaking or in-house programs, in addition to performing the duties outlined in program officer (13).
- (13) PROGRAM OFFICER: Responsible for investigating and evaluating grant proposals and/or implementing in-house projects. In organizations with several paid staff members, this may involve one subject area or geographic region. In grantmaking programs with few paid staff, program officers are usually responsible for most aspects of the grantmaking process (including program research, proposal evaluation, grant tracking, postgrant evaluation, etc.).
- (14) PROGRAM ASSOCIATE: Evaluates grant proposals, conducts background research, and prepares proposals for funding. Is often an entry level program officer position in grantmaking programs with several paid staff members.
- (15) PROGRAM ASSISTANT: Assists the program officer(s) with duties outlined in (13) and provides some administrative support. May also keep track of grants if there is no grants manager/administrator.

Other Professional Staff

- (5) CONTROLLER: Responsible for operation of financial and bookkeeping services, including preparation of financial analyses, income and expense reports, budgets, and governmental reports.
- (26) OFFICE MANAGER: Oversees operation and maintenance of facilities, office services, and related functions. Develops, recommends, and implements policies and procedures for office operation and maintenance of all facilities. May also be called operations manager or administrative services manager.
- (32) EXECUTIVE ASSISTANT: Provides managerial and administrative support to the chief executive or another high-ranking officer in large grantmaking programs. Professional position—may include supervisory duties but no clerical activities.

Administrative Staff

- (9) ACCOUNTING CLERK: Provides a variety of recordkeeping services to accountant, controller, or others managing the organization's finances.
- (33) ADMINISTRATIVE ASSISTANT: Performs a variety of clerical duties requiring independent analysis, judgment, and knowledge of organization or departmental functions. Maintains records, processes complex documents, and compiles regular and special reports.

Section IV

Compensation for Full-time Paid United States Based Staff

PLEASE PROVIDE SALARY INFORMATION FOR FULL-TIME PAID STAFF ONLY. Please do not complete for part-time or unpaid staff.

Multiple lines appear for certain titles that may be held by more than one employee. If you need additional lines, please attach additional sheets. The information requested below is for *base salaries of full-time employees only.*

Staff Position	Base Salary on February 1, 2011	# Years in Position	# Years in Organization	Gender*	Race/ Ethnicity**	Age Range***
Executive Staff						
1) CHIEF EXECUTIVE OFFICER/ PRESIDENT	1) _____	_____	_____	_____	_____	_____
2) ASSOCIATE DIRECTOR/ EXECUTIVE VICE PRESIDENT	1) _____	_____	_____	_____	_____	_____
10) VICE PRESIDENT (Program)	1) _____	_____	_____	_____	_____	_____
3) VICE PRESIDENT (Administration)	1) _____	_____	_____	_____	_____	_____
Program Staff						
11) PROGRAM DIRECTOR	1) _____	_____	_____	_____	_____	_____
	2) _____	_____	_____	_____	_____	_____
12) SENIOR PROGRAM OFFICER	1) _____	_____	_____	_____	_____	_____
	2) _____	_____	_____	_____	_____	_____
13) PROGRAM OFFICER	1) _____	_____	_____	_____	_____	_____
	2) _____	_____	_____	_____	_____	_____
14) PROGRAM ASSOCIATE	1) _____	_____	_____	_____	_____	_____
15) PROGRAM ASSISTANT	1) _____	_____	_____	_____	_____	_____
Other Professional Staff						
5) CONTROLLER	1) _____	_____	_____	_____	_____	_____
26) OFFICE MANAGER	1) _____	_____	_____	_____	_____	_____
32) EXECUTIVE ASSISTANT	1) _____	_____	_____	_____	_____	_____
Administrative Staff						
9) ACCOUNTING CLERK	1) _____	_____	_____	_____	_____	_____
33) ADMINISTRATIVE ASSISTANT	1) _____	_____	_____	_____	_____	_____
	2) _____	_____	_____	_____	_____	_____

* M=Male F=Female ** W=White; B=Black; H=Hispanic; A=Asian; P=Hawaiian/Pacific Islander; I=American Indian/Alaska Native; M=Bi- or Multi-racial; O=Other

*** A=Under 30; B=30-39; C=40-49; D=50 and over

Thank you for your time and patience in completing this survey.

Please return this form by **July 29th** to:

David R. Wolcheck
Research Associate
Foundation Center
79 Fifth Ave
New York, NY 10003

Phone: (212) 807-2559
Fax: (212) 691-1828
drw@foundationcenter.org

**Please keep a copy of your entire completed survey for reference.
We may need to contact you regarding your survey.**