



COUNCIL *on*  
FOUNDATIONS

2014

BOARD COMPENSATION TABLES



An active philanthropic network, the Council on Foundations ([www.cof.org](http://www.cof.org)), founded in 1949, is a nonprofit leadership association of grantmaking foundations and corporations. It provides the opportunity, leadership, and tools needed by philanthropic organizations to expand, enhance and sustain their ability to advance the common good. With members from all foundation types and sizes, the Council empowers professionals in philanthropy to meet today's toughest challenges and advances a culture of charitable giving in the U.S. and globally.

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Dear Colleagues,

We are pleased to release the *2014 Edition of the Board Compensation Tables*, designed to give you up-to-date information on trustee compensation practices and policies in the field.

This publication continues the Council's long-standing practice of delivering governance and foundation operations information as a way to promote responsible and effective philanthropy. As an added value, this year marks the first time that we collected board compensation data through our Grantmakers Salary and Benefits survey.

I want to thank the record number of grantmakers who participated in this year's survey. Without their participation, this publication would not be possible. The field as a whole will benefit from their willingness to contribute data to this resource.

Thank you to the Council's partners in this work, including the Foundation Center, the Forum of Regional Associations of Grantmakers and their members, and Aimee Fullman, research advisor for the Council on Foundations.

I hope this resource proves useful to you and that it enhances your ability to serve.

Sincerely,



A handwritten signature in black ink that reads "Vikki Spruill".

Vikki Spruill  
President and CEO

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## Introduction

*The Council on Foundation's 2014 Board Compensation Tables* provide foundation board and staff with the tools they need to benchmark their board compensation policies and practices against peers in the field.

### USING THE DATA

The information in these tables is presented by grantmaker type, asset class, and U.S. census region. To maintain confidentiality, compensation ranges and the 25th and 75th percentiles are given only when there are seven or more reporting organizations; ranges are given only when there are five or more reporting organizations; and mean and median are given only there are three or more reporting organizations. No data are provided where information was reported by only one or two organizations. Where data are omitted for these reasons or where there are no data, an asterisk appears in the appropriate section of the table. Using these required guidelines, we have strived to provide the most comprehensive and accurate data from the survey for use; as such, asset groups were condensed through a customized process by each table to provide the greatest possible level of reporting without compromising the data ranges and interpretations.

The figures reported here are intended to serve as an indicator of board compensation practices in the field. In addition to providing the data, this publication includes a Guidance Memorandum from the Board of Directors of the Council on Foundations to help foundations determine reasonable compensation for foundation directors and trustees. When comparing information in the 2014 tables to that in previous reports, it is important to note that changes in the number of foundations responding to these survey questions, as well as changes to the composition of the respondent pool, will impact the results reported from one year to another.

### METHODOLOGY AND RESPONDENTS

The data in the tables were collected through the Council's 2014 Grantmakers Salary and Benefits Survey. In June 2014, an invitation to participate in the survey was sent to private, community, corporate, public and operating foundations and other grantmakers. Recipients included Council on Foundation members, nonmembers, previous participants and additional organizations identified by 34 regional associations of grantmakers.

In addition to information on their board compensation and reimbursement practices, survey participants were asked to provide base salary information for full-time staff members, as well as information on their position tenure, number of years employed by the foundation and demographic information such as age, gender and race/ ethnicity. Respondents were also surveyed on their foundation's salary administration, CEO discretionary grantmaking policy, and employee and retiree benefits. This information will be published in a separate report.

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