



TRANSFORMING
Michigan Philanthropy
— through —
Diversity & Inclusion

Michigan Organized Philanthropy Demographic Survey Results

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Executive Summary

Introduction

The Council of Michigan Foundations (CMF) has undertaken the *Transforming Michigan Philanthropy Through Diversity and Inclusion* initiative (2008-2013) to improve the effectiveness and accountability of organized philanthropy in Michigan. As part of this initiative, in 2008, CMF commissioned the Community Research Institute (CRI) at the Johnson Center at Grand Valley State University to design and conduct the first demographic survey of Michigan foundation staffs and trustees. The survey was completed between May and October 2008.

This survey is the second statewide foundation demographic study to be conducted in the United States to date. To contribute to what is anticipated to be an increasing number of such surveys, CMF and CRI coordinated survey design with the Foundation Center which conducted an earlier study in California. By using a subset of identical questions, CMF and CRI sought to contribute to and encourage the development of state-by-state data for future use by the philanthropic sector.

Approximately 650 Michigan foundations were mailed invitations to participate in the survey. Those 650 included all family foundations with assets of \$1 million or more, all independent and corporate foundations, and community foundations which are members of CMF. Of those, 89 foundations (13.7%) responded, including: 32 community foundations, eight corporate foundations, 23 family foundations, 18 independent foundations, three public foundations, and five foundations of other types. The responses represent the vast diversity of types, sizes and locations of Michigan foundations. Data from the survey form a baseline to be used by CMF and individual foundations for framing conversations, setting goals for greater diversity within the sector, and for guiding strategies.

Key Findings

Board Chairs and CEOs

The survey asked a series of questions about the demographics of foundation Board Chairs and the CEOs. The ages of Board Chairs and CEOs cover a wide range. Respondents reported having Chairs from 35 to 92 years of age and CEOs from 32 to 92 years of age with the averages being 62 and 56, respectively. Tenure was similarly broad: Chairs had served on their boards—in any capacity—from one to 51 years, while CEOs had held their positions zero to 32 years (an average of 14 and 10 years, respectively). Racially, Board Chairs were predominantly White (79 individuals or 90%). Eight Board Chairs were Black/African American; one indicated another race, and one did not respond with a race. Of the CEOs, four were Black/African American; two were Asian/Asian American; 75 were White; one CEO was another race, while seven respondents marked no race for their CEOs. There was no representation of Native Hawaiians/Pacific Islanders or Native Americans/Alaska Natives among responding foundations' leadership. There was more racial diversity among Board Chairs and CEOs in southern parts of Michigan than in northern parts of the state, and there was greater racial diversity among younger and less tenured CEOs. Very few Board Chairs or CEOs had a disability. While 7% of CEOs were non-native English speakers, less than half that percent of Board Chairs spoke a language other than English as their first language.

Board and Staff

Participating foundations had a total of 1,007 board members (ranging from two to 50 members on each board). Foundations reported employing 93 individuals at the level of Vice President or higher (not including CEOs), averaging one per organization. Below the Vice President level, respondents indicated employing 566 full-time and 89 part-time employees (an average of six and one per foundation, respectively). The data show that, on average, women made up 40% of board members. In contrast, the average staff was predominately female,

especially below the Vice President level. There was low minority representation among executive foundation staff (2.4% Hispanic/Latino/Latina and 6.3% Black/African American, on average) and trustees (1.1% Hispanic/Latino/Latina and 8.0% Black/African American, on average). The ethnic/racial composition of full-time staff below the Vice President level was notably similar to that of the population of the state of Michigan. Board members were, on average, older than staff members, and executives were older than non-executive full-time staff. Part-time staff members below the Vice President level were more likely to be either younger or older than members in other employee groups (perhaps a result of employment of individuals new to the workforce and those transitioning into retirement). Persons with disabilities and non-native English speakers made up a low percentage of boards and staffs.

Policy and Grantmaking

To determine the prevalence of diversity-related policies, the survey asked foundations to report on the presence of diversity language in their policies. One-quarter of respondents indicated having specific goals, policies, or guidelines regarding staff diversity, while 43% of foundations had policies on board diversity and 20% had executive diversity guidelines. Researchers compared the demographics of foundations relative to these policies. This analysis showed that the 43% of foundations with board diversity policies appeared to have more racially/ethnically diverse boards and the 25% of foundations with staff diversity policies appeared to have more racially/ethnically diverse full-time staff and less diverse part-time staff than those organizations without such policies.

Eighteen percent of participants stated that their foundations' missions led to all of their grants serving specific demographic populations, while 54% indicated that some grants served specific populations and 28% had no demographic target. When asked which populations their grantmaking guidelines or mission statements specifically targeted, participants responded with a variety of answers—the most regularly cited of these was youth and children (37%). There was a relationship between endowment size and demographic targeting of grantmaking. A smaller percentage of foundations with medium-sized endowments and grantmaking amounts targeted their grantmaking at specific demographic groups than both their small and large counterparts.

Youth Advisory Committees

A second, related survey, conducted in winter 2008-2009, asked community foundations (49 respondents, a 57% response rate) with Youth Advisory Committees (YACs) to provide demographic data on YAC members and advisors. Among respondents, females accounted for the majority of YAC members and advisors. On average, more than 80% of YAC members were over the age of 15. In terms of race and ethnicity, the average YAC was approximately 7% Black/African American, 7% Hispanic/Latino/Latina, 3% Native American, over 80% White, and 3% multi-racial. Arab/Arab American and Asian/Asian American members comprised a small percentage of YAC members. Very few non-native English speakers and youth with disabilities were YAC members. Nearly 90% of YAC advisors were White, while 9% of advisors were Black/African American. YAC diversity did vary by geographic region—the most racially and ethnically diverse being in southeast Michigan

Michigan Organized Philanthropy Demographic Survey Report

Purpose of the Study

Between May and October 2008, the Community Research Institute (CRI) at the Johnson Center at Grand Valley State University conducted Michigan's first survey of the demographics of foundations on behalf of the Council of Michigan Foundations (CMF). CMF commissioned the survey to inform the Transforming Michigan Philanthropy Through Diversity and Inclusion initiative, a five-year effort to improve the effectiveness and accountability of organized philanthropy in Michigan. The purpose of the study was to establish baseline data to inform initiative strategies, actions, and metrics and against which to measure change over time.

The planning of the study coincided with the creation of a similar survey of California foundations conducted by the Foundation Center and with the planning of a third study to be conducted in 2009 in New York. In an effort to collaboratively create a better understanding of foundation demographics on a national level, researchers from CRI and the Foundation Center worked together to identify a core set of common questions that could be used as the beginning of what is hoped to be a robust set of state-by-state data to inform the philanthropic sector's future work. The common questions focus on the demographics of foundation staff and board members, key policies regarding staff and board diversity, and the demographics of populations upon which grantmaking efforts are focused.

Methodology

The survey instrument (see Appendix I) was designed to meet the rigor of research and the study's data requirements and to allow for comparability to the aforementioned national surveys. While race and ethnicity questions generally follow the categories used by the United States Census Bureau, CRI also asked questions related to Arab and Arab-American heritage, given Michigan's large number of residents of Arab ancestry. The instrument was presented as an online PDF form. Approximately 650 foundations were mailed invitations to participate in the survey, based upon the following criteria:

Included:

- All family foundations in Michigan with assets of \$1 million or more
- All independent and corporate foundations
- All community foundations which are members of CMF

Excluded:

- Community foundation affiliates
- Community foundations which are not CMF members
- Corporate giving programs
- Donor advised funds to community foundations and public foundations

The representative receiving the letter was informed that the survey required knowledge of the demographics of the foundation's board and staff and was asked to pass the invitation to someone with access to such data, if the recipient did not. Participants were given the option to fill out the survey and submit it electronically or return it by mail. Data collection was conducted between May 2008 and October 2008, and represents respondent assessments of foundation board and staff composition at that time. Staff followed a protocol for following up with non-responding foundations via telephone and e-mail to maximize the response rate and ensure representation of foundations of varied size, type, and geography.

Because survey participation was voluntary and not randomized, results of this study cannot be directly generalized to the entire population of foundations statewide. Many factors can affect survey response rates, including availability of staff and access to appropriate data. The tables below show that there is a relative oversampling of community foundations and a relative under sampling of foundations from southeast Michigan. Responding foundations reflect the width and breadth of Michigan foundations (see the tables in the section entitled

“Characteristics of Participating Foundations”). The findings do, therefore, document that the experience of these foundations can be interpreted to give insight into aspects of Michigan’s organized philanthropic sector. Survey data were analyzed using standard and rigorous methods including statistical software and appropriate data cleaning and assessment techniques.

Distribution of Invited and Responding Foundations by Geographic Region* of Main Office Location								
	Upper Peninsula	Northern Lower Michigan	Bay and Thumb Area	West Michigan	Central Michigan	Southeast Michigan	South Central Michigan	Southwest Michigan
Response (N=89)	6%	7%	7%	16%	7%	26%	16%	17%
Invitations (N=649)	2%	6%	6%	16%	3%	39%	17%	11%

Distribution of Invited and Responding Foundations by Foundation Type						
	Community Foundation	Corporate Foundation	Family Foundation	Independent Foundation	Public Foundation	Other
Response (N=89)	36%	9%	26%	20%	3%	6%
Invitations (N=649)	8%	9%	43%	31%	7%	2%

Findings

The Michigan Organized Philanthropy Demographic Survey was an in-depth study of multiple facets of foundations and the people who staff and govern them. The findings from this survey are complex. For ease of reading, they are presented below in two ways: first, an overview of findings that provides the reader with pertinent numbers and brief explanations of their meaning, and second, a more detailed analysis with more comprehensive data which includes and extends beyond what is presented in the overview.

Characteristics of Participating Foundations

- Eighty-nine foundations or 13.7% of survey recipients from across the state of Michigan responded to the Michigan Organized Philanthropy Demographic Survey. Over a quarter of respondents were located in southeast Michigan.
- Many different types of foundations participated in the survey, the majority being community or family foundations (36% and 26% respectively).
- Participating foundations made over one billion dollars in grants last year, with a median annual grantmaking amount of \$650,000. Respondents covered the full spectrum of sizes, and their total reported assets equaled nearly \$18 billion (median asset value was approximately \$12 million).

Board Chairs and CEOs

- Respondents reported having Board Chairs from 35 to 92 years of age and CEOs from 32 to 92 years of age (average ages of 62 and 56, respectively).
- Chairs had served on their boards from one to 51 years, while CEOs had held their positions zero to 32 years (14 and 10 years average, respectively).
- Over one-third of CEOs of respondent foundations were hired from within the organization. Twenty-two percent of CEOs came to the foundation from a position in the nonprofit sector, 17% in the private sector, 14% in another foundation, and 10% in other types of organizations.
- One in every three Board Chairs of respondent foundation was female.
- None of the Chairs were Hispanic or Latino/a or Arab or Arab American.
- Approximately nine of every ten Board Chairs and CEOs from respondent foundations were White. There was no representation of Native Hawaiians/Pacific Islanders or Native Americans/Alaska Natives among responding foundations' leadership. The leadership of all responding family foundations was White. There was more racial diversity among Board Chairs and CEOs in southern parts of Michigan than in northern parts of the state.
- There was greater racial diversity among younger and less tenured CEOs (20% of CEOs age 50 and under were persons of color, while all CEOs age 65 and over were White; 12.5% of CEOs with five or fewer years of experience were persons of color, while 100% of CEOs with more than 20 years of experience were White).

Board and Staff Member Demographics

- Responding foundations had a total of 1,007 board members (an average of 11 per organization).
- Foundations reported employing 93 individuals at the Vice President level or higher (not including CEOs, discussed above), averaging one per organization. Below the Vice President level, respondents indicated employing 566 full-time and 89 part-time employees (an average of six and one per foundation, respectively).
- On average, women made up 40% of board members. In contrast, the average staff was predominately female, especially below the Vice President level.
- There was low minority representation among foundation staff at the level of Vice President or higher (2.4% Hispanic/Latino/Latina and 6.3% Black/African American, on average) and trustees (1.1% Hispanic/Latino/Latina and 8.0% Black/African American, on average). The ethnic/racial composition of full-time staff below the Vice President level was remarkably similar to that of the population of the state of Michigan.
- Board members and executive staff tended to have more years of service than staff members below the Vice President level.
- Board members were, on average, older than staff members, and executives were older than non-executive full-time staff. Part-time staff members below the Vice President level had proportionally more staff members in younger and older age categories than other employee groups (perhaps a result of employment of individuals new to the workforce and those transitioning into retirement).

Policies and Grantmaking

- One-quarter of respondents indicated having specific goals, policies, or guidelines regarding staff diversity, while 43% of foundations had policies on board diversity and 20% had diversity guidelines for executive staff.
- Researchers compared demographics of foundations based upon whether or not they have diversity policies. The results of this analysis show an apparent relationship between diversity and diversity policy status; foundations with diversity guidelines have more racially/ethnically diverse boards and full-time staff and less diverse part-time staff.
- Eighteen percent of participants stated that their foundations' missions led to all of their grants serving specific demographic populations, while 54% indicated that some grants served specific populations and 28% had no demographic target.
- When asked which populations their grantmaking guidelines or mission statements specifically targeted, participants responded with a variety of answers—most frequently cited was youth and children (37%).
- A larger percentage of foundations with relatively small or large endowments and grantmaking amounts targeted their grantmaking at specific demographic groups than medium-sized foundations.

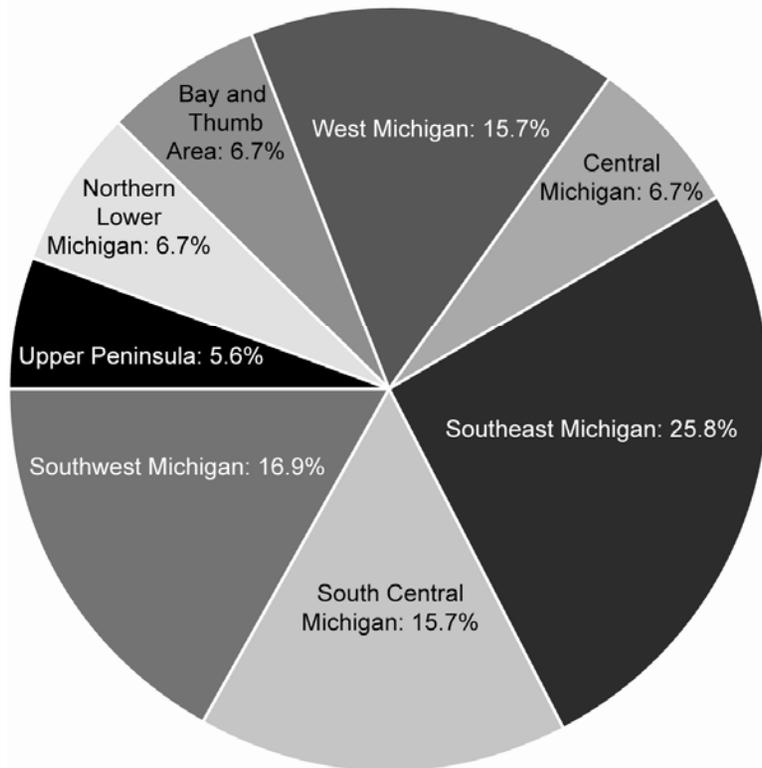
Youth Advisory Committees

- To supplement the overall survey of foundations, CRI conducted a survey of foundation Youth Advisory Committees (YACs) to determine the demographics of those committees' members and advisors.
- The data from the YAC demographic survey show that most YAC members are predominately female and age 15 or over.
- The average YAC was comprised of 86% White members and approximately 7% Black/African American and Hispanic/Latino/Latina members, each.
- The diversity of YACs varies by region, the most racially and ethnically diverse being in southeast Michigan.
- The average YAC has widely distributed member tenure, with approximately 42% having served less than one year and the remainder evenly split between one to two years and three or more years.
- Over 70% of YAC advisors are White females, while 15% are White males and 7% are Black/African American females.

Characteristics of Participating Foundations

Eighty-nine foundations (13.7% response rate) from across the state of Michigan participated in the Michigan Organized Philanthropy Demographic Survey. Over a quarter of respondents were located in southeast Michigan.

Distribution of Foundations Participating by Geographic Region* of Main Office Location



Many different types of foundations participated in the survey, the majority being community or family foundations (36% and 26% respectively).

Number of Foundations Participating by Foundation Type

Community Foundation	Corporate Foundation	Family Foundation	Independent Foundation	Public Foundation	Other
32	8	23	18	3 [†]	5

Number of Foundations Participating by Grantmaking Geography

(Note: Participants could mark select multiple geographies)

Local	State	National	International	Other
71	31	27	14	7

Participating foundations made over one billion dollars in grants last year, with a median annual grantmaking amount of \$650,000. Respondents covered the full spectrum of sizes, and their total reported assets equaled nearly \$18 billion (median asset value was approximately \$12 million).

Number of Foundations Participating by Amount Spent on Grantmaking in the Last Year

Less than \$150,000	\$150,000-\$649,999	\$650,000-\$3,249,999	\$3,250,000 or more
22	20	21	22

Number of Foundations Participating by Total Assets

Less than \$3,750,000	\$3,750,000-\$11,999,999	\$12,000,000-\$69,999,999	\$70,000,000 or more
20	21	21	20

Foundation Board Chairs and CEOs

The survey asked a series of questions specifically about the demographics of the Board Chair and the CEO of each foundation.

Wide age ranges comprised both leadership roles—respondents reported having Chairs from 35 to 92 years of age and CEOs from 32 to 92 years of age (average ages were 62 and 56, respectively). Tenure was similarly broad; Chairs had served on their boards anywhere from one to 51 years, while CEOs had held their positions zero to 32 years (14 and 10 years average, respectively).

Participants reported a wide range of sources from which CEOs were recruited. Over one-third of CEOs of respondent foundations were hired from within the organization, while 22% were working elsewhere in the nonprofit sector, 17% in the private sector, 14% in another foundation, and 10% in other types of organizations.

One in every three Board Chairs of responding foundations was female. None of the Chairs were Hispanic or Latino/a. No Board Chairs or CEOs were Arab or Arab American. Very few Board Chairs or CEOs had a disability. The proportion of CEOs who are non-native English speakers (7%) was twice that of Board Chairs.

Percent Distribution of Board Chair and CEO Disability Status		
	Does Not Have a Disability	Has a Disability
Board Chair	96.5	3.5
CEO	98.7	1.3

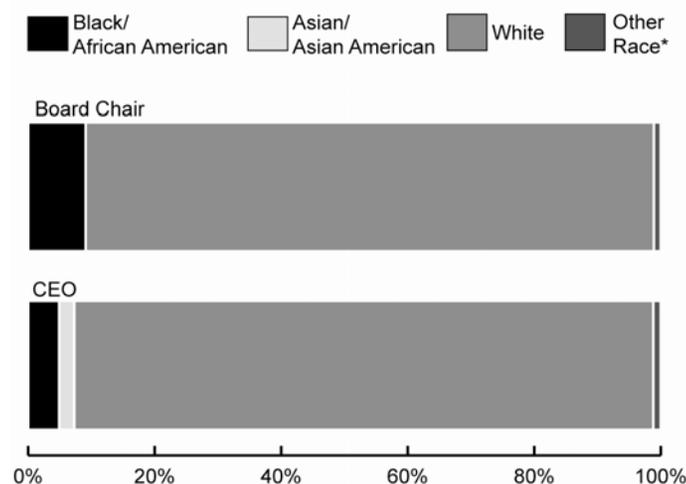
Percent Distribution of Board Chair and CEO by First Language		
	A Language Other Than English is the First Language	English is the First Language
Board Chair	3.5	96.5
CEO	7.4	92.6

Racial Composition

The survey asked separate racial and ethnic questions, as do many surveys and censuses, because of the distinction between race and ethnicity. Both race and ethnicity have strong cultural and social associations, and there is often an overlap between the two. Race can be thought of as the combined physical expression of certain genes which determine one's skin tone, facial features, hair type, or other characteristics, while ethnicity is one's self-identified cultural affiliation.

Approximately nine of every ten Board Chairs and CEOs from respondent foundations were White. There was no representation of Native Hawaiians/Pacific Islanders or Native Americans/Alaska Natives among responding foundations' leadership. The racial composition of leadership varied across foundation type, size, and location (see the tables below). The leadership of all responding family foundations was White. There was more racial diversity among Board Chairs and CEOs in southern parts of Michigan than in northern parts of the state.

Racial Distribution of Board Chairs and CEOs



*Denotes that respondent indicated Race as "Other." No participants indicated having Board Chairs or CEOs who are Native Hawaiian/Pacific Islander, Native American/Alaska Native, or two or more races.

Percent Distribution of Board Chair and CEO Race by Foundation Type						
	Community Foundation	Corporate Foundation	Family Foundation	Independent Foundation	Public Foundation †	Other
Board Chair						
Black/African American	12.5	12.5	0.0	5.9	0.0	40.0
Asian/Asian American	0.0	0.0	0.0	0.0	0.0	0.0
White	84.4	87.5	100.0	94.1	100.0	60.0
Other	3.1	0.0	0.0	0.0	0.0	0.0
CEO						
Black/African American	0.0	14.3	0.0	12.5	0.0	20.0
Asian/Asian American	0.0	0.0	0.0	12.5	0.0	0.0
White	100.0	85.7	100.0	75.0	66.7	80.0
Other	0.0	0.0	0.0	0.0	33.3	0.0

Percent Distribution of Board Chair and CEO Race by Grantmaking Last Year and Foundation Assets								
	Grantmaking Last Year				Foundation Assets			
	Less than \$150,000	\$150,000-\$649,999	\$650,000-\$3,249,999	\$3,250,000 or more	Less than \$3,750,000	\$3,750,000-\$11,999,999	\$12,000,000-\$69,999,999	\$70,000,000 or more
Board Chair								
Black/African American	9.5	5.0	9.5	13.6	10.5	4.8	9.5	15.0
Asian/Asian American	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
White	90.5	95.0	90.5	81.8	89.5	95.2	90.5	80.0
Other	0.0	0.0	0.0	4.5	0.0	0.0	0.0	5.0
CEO								
Black/African American	9.5	0.0	5.0	4.8	11.1	0.0	5.0	5.3
Asian/Asian American	0.0	0.0	5.0	4.8	0.0	0.0	5.0	5.3
White	90.5	100.0	85.0	90.5	88.9	95.0	90.0	89.5
Other	0.0	0.0	5.0	0.0	0.0	5.0	0.0	0.0

Percent Distribution of Board Chair and CEO Race by Geographic Region*								
	Upper Peninsula	Northern Lower	Bay and Thumb	West	Central	Southeast	South Central	Southwest
Board Chair								
Black/African American	0.0	0.0	0.0	7.1	0.0	17.4	7.7	13.3
Asian/Asian American	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
White	100.0	100.0	100.0	92.9	100.0	82.6	92.3	80.0
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	6.7
CEO								
Black/African American	0.0	0.0	0.0	0.0	0.0	17.4	0.0	0.0
Asian/Asian American	0.0	0.0	0.0	9.1	0.0	0.0	0.0	7.1
White	100.0	100.0	100.0	90.9	100.0	82.6	92.9	92.9
Other	0.0	0.0	0.0	0.0	0.0	0.0	7.1	0.0

There was greater racial diversity among younger and less tenured CEOs. This may suggest that foundations are moving toward more diverse leadership.

Percent Distribution of Board Chair and CEO Race by Age and Tenure of Board Chair and CEO							
	Age			Tenure			
	50 Years and Under	51-65 Years	Over 65 Years	5 Years and Under	6-10 Years	11-20 Years	21 Years and Over
Board Chair							
Black/African American	7.7	14.6	3.4	25.0	10.0	0.0	5.3
Asian/Asian American	0.0	0.0	0.0	0.0	0.0	0.0	0.0
White	92.3	85.4	96.6	75.0	86.7	100.0	94.7
Other	0.0	0.0	0.0	0.0	3.3	0.0	0.0
CEO							
Black/African American	8.0	4.5	0.0	6.3	6.7	5.0	0.0
Asian/Asian American	8.0	0.0	0.0	0.0	3.3	5.0	0.0
White	80.0	95.5	100.0	87.5	90.0	90.0	100.0
Other	4.0	0.0	0.0	6.3	0.0	0.0	0.0

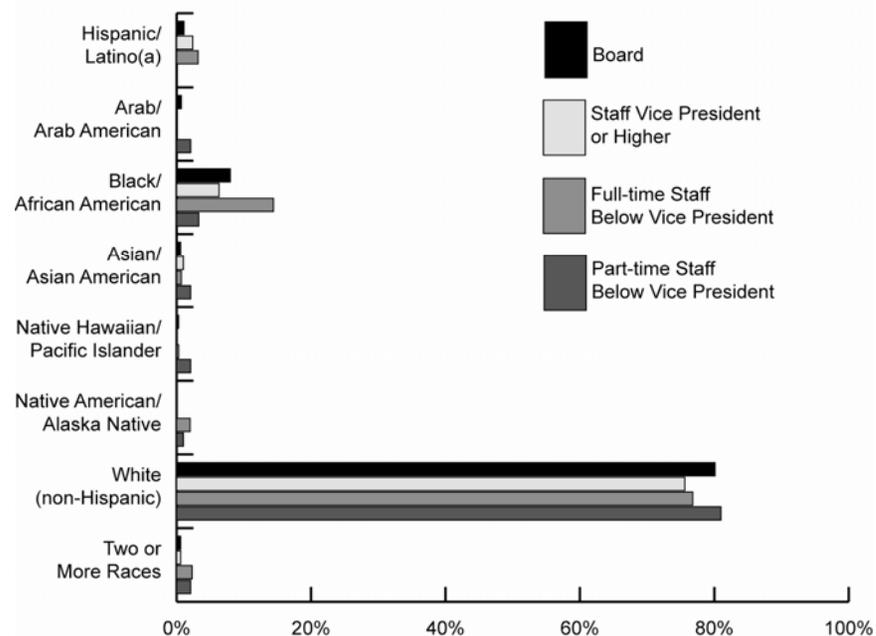
Board and Staff Member Demographics

Participating foundations had a total of 1,007 board members (an average of 11 per organization). Foundations reported employing 93 individuals at the level of Vice President or higher (not including CEOs, discussed above), averaging one per organization. Below the Vice President level, respondents indicated employing 566 full-time and 89 part-time employees (an average of six and one per foundation, respectively).

Percentages of board and staff members falling into various demographic groups are based upon the total number provided by the respondent. Participants' responses providing demographic information about their board and staff members did not necessarily add up to the total number of board and staff members they provided. Therefore the sum of percentages of board and staff members in racial/ethnic groups (presented in the table below) does not equal 100%.

The data show that, on average, women made up 40% of board members. In contrast, the average staff was predominately female, especially below the Vice President level. There was low minority representation among executive foundation staff (2.4% Hispanic/Latino/Latina and 6.3% Black/African American, on average) and trustees (1.1% Hispanic/Latino/Latina and 8.0% Black/African American, on average). Demographic composition of foundations varied by foundation type, grantmaking, assets, and region (please see Appendix II for a detailed analysis of board and staff member demographics by these factors). The ethnic/racial composition of full-time staff below the Vice President level was remarkably similar to that of the population of the state of Michigan (as points of reference, Appendix III provides racial/ethnic data from the 2000 United States Census for Michigan and the geographic regions used in this report and Appendix IV provides the demographics of CMF's own board and staff).

Average (Mean) Percent of Board or Staff Members in Racial and Ethnic Groups by Organizational Role



Perhaps intuitively, board members and executive staff tended to have more years of service than staff members below the Vice President level.

Average (Mean) Percent of Board or Staff Members in Gender, Racial, and Ethnic Groups by Organizational Role									
	Board	Staff Vice President or Higher	Full-time Staff Below Vice President	Part-time Staff Below Vice President		Board	Staff Vice President or Higher	Full-time Staff Below Vice President	Part-time Staff Below Vice President
Percent Female	40.3	62.9	88.9	79.2	Percent Male	60.3	33.9	10.1	10.4
Percent Hispanic/Latina Female	0.4	2.4	2.6	0.0	Percent Hispanic/Latino Male	0.7	0.0	0.6	0.0
Percent Arab/Arab American Female	0.3	0.0	0.0	2.1	Percent Arab/Arab American Male	0.4	0.0	0.0	0.0
Percent Black/African American Female	4.0	5.2	12.1	2.3	Percent Black/African American Male	4.0	1.1	2.3	1.0
Percent Asian/Asian American Female	0.2	0.7	0.6	2.1	Percent Asian/Asian American Male	0.4	0.3	0.1	0.0
Percent Native Hawaiian/ Pacific Islander Female	0.0	0.0	0.1	2.1	Percent Native Hawaiian/ Pacific Islander Male	0.3	0.0	0.2	0.0
Percent Native American/ Alaska Native Female	0.0	0.0	2.0	1.0	Percent Native American/ Alaska Native Male	0.0	0.0	0.0	0.0
Percent White (non-Hispanic) Female	32.5	50.5	68.9	73.7	Percent White (non-Hispanic) Male	47.6	25.1	7.9	7.3
Percent Two or More Races Female	0.4	0.6	2.1	2.1	Percent Two or More Races Male	0.2	0.0	0.2	0.0

Average (Mean) Percent of Board or Staff Members in Tenure Groups by Organizational Role				
Tenure Group	Board	Staff Vice President or Higher	Full-time Staff Below Vice President	Part-time Staff Below Vice President
< 1 Year	11.1	3.6	12.1	15.7
1-2 Years	14.5	12.7	15.4	15.7
3-4 Years	10.5	13.4	15.4	11.9
5-10 Years	33.1	40.0	28.3	28.6
11-20 Years	20.9	15.4	16.5	7.0
> 20 Years	10.2	6.0	6.5	2.1

Average (Mean) Percent of Board or Staff Members in Age Groups by Organizational Role				
Age Group	Board	Staff Vice President or Higher	Full-time Staff Below Vice President	Part-time Staff Below Vice President
< 30 Years Old	3.2	0.6	9.4	12.2
30-39 Years Old	6.3	15.4	16.1	10.6
40-49 Years Old	14.9	21.8	24.8	12.9
50-59 Years Old	29.2	35.9	39.0	26.2
60-69 Years Old	24.4	11.4	3.9	17.3
70+ Years Old	12.5	0.0	0.0	1.0

Board members were, on average, older than staff members, and executives were older than non-executive full-time staff. Part-time staff members below the Vice President level had proportionally more younger and older staff members than other employee groups (perhaps a result of employment of individuals new to the workforce and those transitioning into retirement)

Average (Mean) Percent of Board or Staff Members in Certain Demographic Groups by Organizational Role				
	Board	Staff Vice President or Higher	Full-time Staff Below Vice President	Part-time Staff Below Vice President
Percent Who Are Non-native English Speakers	0.7	1.0	0.5	0.3
Percent with a Disability	1.3	0.0	0.2	0.8
Percent Outside Michigan	13.8	3.6	4.3	4.2
Percent Outside US	0.5	0.3	0.7	0.0

Policies and Grantmaking

Beyond demographics, the survey sought to examine the extent to which foundations utilize policies to affect their internal demographics or dictate the target demographics of their stakeholders, clients, or beneficiaries. One-quarter of respondents indicated having specific goals,

policies, or guidelines regarding staff diversity, while 43% of foundations had policies on board diversity and 20% had executive diversity guidelines. The proportion of foundations having these diversity policies varies greatly by foundation type, size, and location.

Percent of Foundations with Board, Staff, and Executive Diversity Goals, Policies, or Guidelines by Foundation Type						
	Community Foundation	Corporate Foundation	Family Foundation	Independent Foundation	Public Foundation [†]	Other
With board diversity goals, policies, or guidelines	78.1	14.3	0.0	41.2	66.7	40.0
With staff diversity goals, policies, or guidelines	37.5	14.3	4.8	25.0	0.0	60.0
With executive diversity goals, policies, or guidelines	29.0	0.0	5.0	25.0	0.0	40.0

Percent of Foundations with Board, Staff, and Executive Diversity Goals, Policies, or Guidelines by Grantmaking Last Year and Foundation Assets								
	Grantmaking Last Year				Foundation Assets			
	Less than \$150,000	\$150,000-\$649,999	\$650,000-\$3,249,999	\$3,250,000 or more	Less than \$3,750,000	\$3,750,000-\$11,999,999	\$12,000,000-\$69,999,999	\$70,000,000 or more
With board diversity goals, policies, or guidelines	40.9	35.0	52.4	50.0	30.0	52.4	52.4	50.0
With staff diversity goals, policies, or guidelines	28.6	10.5	23.8	40.0	27.8	14.3	23.8	44.4
With executive diversity goals, policies, or guidelines	23.8	11.1	23.8	21.1	23.5	14.3	19.0	29.4

Percent of Foundations with Board, Staff, and Executive Diversity Goals, Policies, or Guidelines by Geographic Region*

	Upper Peninsula	Northern Lower	Bay and Thumb	West	Central	Southeast	South Central	Southwest
Percent of foundations with board diversity goals, policies, or guidelines.	40.0	50.0	20.0	61.5	66.7	30.4	50.0	35.7
Percent of foundations with staff diversity goals, policies, or guidelines.	0.0	16.7	20.0	38.5	33.3	22.7	7.1	46.2
Percent of foundations with executive diversity goals, policies, or guidelines.	0.0	16.7	20.0	23.1	33.3	18.2	7.1	36.4

Researchers analyzed the demographics of foundations (discussed above in the “Board and Staff Member Demographics” section), by comparing the demographics of the 43% of boards with board diversity policies against those without such guidelines. Similarly, researchers juxtaposed the demographics of the 25% of staffs from foundations with staff diversity policies with the staffs of organizations without. The result of this analysis is the table below. An examination of the data from this analysis reveals an apparent relationship between staff and board diversity and organizational diversity policy status. Foundations with

board diversity policies have more racially and ethnically diverse boards. Those with staff diversity policies have higher levels of racial and ethnic diversity among full-time staff and lower levels of racial and ethnic diversity among part-time employees. Further statistical analyses (Difference of Means tests) on these data show that the relationship is not significant, primarily due to the small sample size of foundations with diversity policies. Still, this is a noteworthy finding which deserves further attention and research.

Average (Mean) Percent of Board or Staff Members in Gender, Racial, and Ethnic Groups by Organizational Role and Organization’s Diversity Policy Status

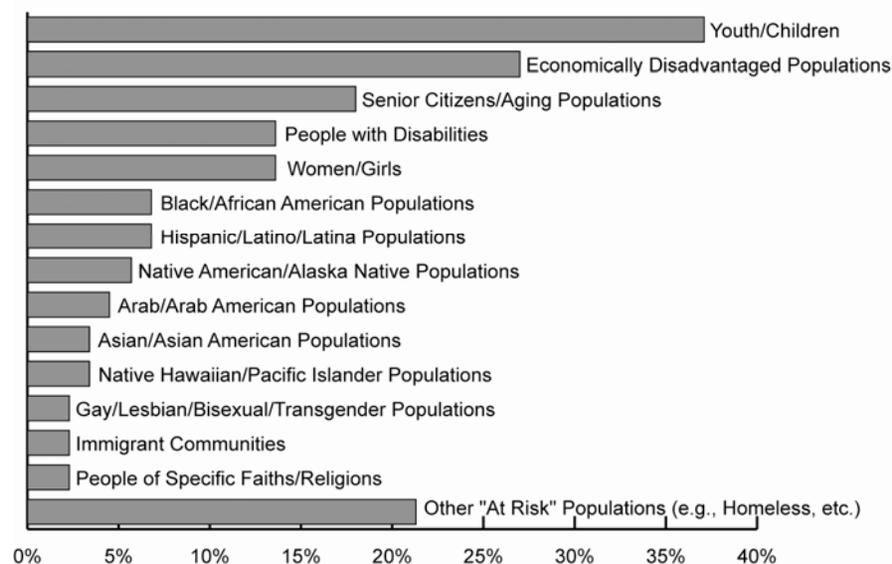
	Board Board Diversity Policy?		Staff Vice President or Higher		Full-time Staff Below Vice President		Part-time Staff Below Vice President			Board Board Diversity Policy?		Staff Vice President or Higher		Full-time Staff Below Vice President		Part-time Staff Below Vice President	
	Yes	No	Yes	No	Yes	No	Yes	No		Yes	No	Yes	No	Yes	No	Yes	No
	Staff Diversity Policy?																
Percent Female	41.3	40.0	81.9	51.2	82.1	92.6	91.4	73.0	Percent Male	60.1	60.0	22.8	41.1	14.6	7.4	8.6	11.3
Percent Hispanic/Latina Female	0.7	0.2	0.0	3.8	1.3	3.4	0.0	0.0	Percent Hispanic/Latino Male	0.8	0.6	0.0	0.0	1.4	0.2	0.0	0.0
Percent Arab/Arab American Female	0.0	0.5	0.0	0.0	0.0	0.1	0.0	3.1	Percent Arab/Arab American Male	0.3	0.5	0.0	0.0	0.0	0.0	0.0	0.0
Percent Black/African American Female	6.5	2.3	8.7	3.5	13.3	12.3	0.8	3.1	Percent Black/African American Male	5.8	2.9	0.8	1.3	3.0	2.1	0.8	1.2
Percent Asian/Asian American Female	0.0	0.4	2.0	0.0	0.4	0.7	0.0	3.1	Percent Asian/Asian American Male	0.6	0.2	1.0	0.0	0.2	0.0	0.0	0.0
Percent Native Hawaiian/ Pacific Islander Female	0.0	0.0	0.0	0.0	0.3	0.0	0.0	3.1	Percent Native Hawaiian/ Pacific Islander Male	0.2	0.3	0.0	0.0	0.4	0.1	0.0	0.0
Percent Native American/ Alaska Native Female	0.1	0.0	0.0	0.0	6.3	0.0	3.1	0.0	Percent Native American/ Alaska Native Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Percent White (non-Hispanic) Female	32.9	32.1	59.2	43.8	57.3	73.8	81.3	69.9	Percent White (non-Hispanic) Male	47.1	46.9	21.0	28.3	9.1	6.8	1.6	10.2
Percent Two or More Races Female	0.8	0.2	0.0	1.0	6.3	0.2	0.0	3.1	Percent Two or More Races Male	0.5	0.0	0.0	0.0	0.5	0.1	0.0	0.0

Researchers also analyzed linguistic and disability diversity, relative to organizational policies on diversity. In general, foundations with diversity policies have proportionally more board and staff members with disabilities and who are non-native English speakers.

Average (Mean) Percent of Board or Staff Members in Certain Demographic Groups by Organizational Role and Organization's Diversity Policy Status								
	Board		Staff Vice President or Higher		Full-time Staff Below Vice President		Part-time Staff Below Vice President	
	Board Diversity Policy?		Staff Diversity Policy?					
	Yes	No	Yes	No	Yes	No	Yes	No
Percent Who Are Non-native English Speakers	0.9	0.6	3.1	0.0	1.6	0.0	0.8	0.0
Percent with a Disability	1.9	0.6	0.0	0.0	0.5	0.0	0.0	1.2

Policies often dictate the populations to whom grants are made. Eighteen percent of participants stated that their foundations' missions led to all of their grants serving specific demographic populations, while 54% indicated that some grants served specific populations and 28% had no demographic target. When asked which populations their grantmaking guidelines or mission statements specifically targeted, participants responded with a variety of answers—the most regularly cited of these was youth and children (37%)

Percent of Respondents Indicating the Foundation's Mission Statement or Grantmaking Guidelines Target Serving Each Population



Percent of Respondents Indicating the Foundation's Mission Statement or Grantmaking Guidelines Target Serving Each Population by Foundation Type						
	Community Foundation	Corporate Foundation	Family Foundation	Independent Foundation	Public Foundation†	Other
Youth/Children	37.5	37.5	47.8	16.7	33.3	60.0
Economically Disadvantaged Populations	25.0	25.0	39.1	11.1	66.7	20.0
Senior Citizens/Aging Populations	28.1	12.5	17.4	0.0	33.3	20.0
People with Disabilities	12.9	12.5	8.7	5.6	100.0	20.0
Women/Girls	19.4	12.5	13.0	5.6	0.0	20.0
Black/African American Populations	3.2	25.0	0.0	11.1	0.0	20.0
Hispanic/Latino/Latina Populations	3.2	25.0	0.0	11.1	0.0	20.0
Native American/Alaska Native Populations	0.0	12.5	0.0	16.7	0.0	20.0
Arab/Arab American Populations	0.0	12.5	0.0	11.1	0.0	20.0
Asian/Asian American Populations	0.0	0.0	0.0	11.1	0.0	20.0
Native Hawaiian/Pacific Islander Populations	0.0	0.0	0.0	11.1	0.0	20.0
Gay/Lesbian/Bisexual/Transgender Populations	0.0	0.0	0.0	5.6	0.0	20.0
Immigrant Communities	0.0	0.0	4.3	0.0	33.3	0.0
People of Specific Faiths/Religions	0.0	0.0	4.3	0.0	33.3	0.0
Other "At Risk" Populations (e.g., Homeless, etc.)	18.8	37.5	26.1	11.1	66.7	0.0

A larger percentage of foundations with relatively small or large endowments and grantmaking amounts targeted their grantmaking at specific demographic groups than medium-sized foundations.

Percent of Respondents Indicating the Foundation's Mission Statement or Grantmaking Guidelines Target Serving Each Population by Grantmaking Last Year and Foundation Assets									
	Grantmaking Last Year				Foundation Assets				
	Less than \$150,000	\$150,000-\$649,999	\$650,000-\$3,249,999	\$3,250,000 or more	Less than \$3,750,000	\$3,750,000-\$11,999,999	\$12,000,000-\$69,999,999	\$70,000,000 or more	
Youth/Children	45.5	20.0	19.0	59.1	40.0	28.6	14.3	55.0	
Economically Disadvantaged Populations	40.9	5.0	19.0	45.5	45.0	4.8	19.0	35.0	
Senior Citizens/Aging Populations	18.2	20.0	19.0	18.2	20.0	14.3	23.8	10.0	
People with Disabilities	18.2	5.0	15.0	18.2	15.0	14.3	10.0	10.0	
Women/Girls	18.2	5.0	10.0	22.7	20.0	9.5	5.0	20.0	
Black/African American Populations	4.5	0.0	5.0	18.2	5.0	4.8	0.0	20.0	
Hispanic/Latino/Latina Populations	4.5	0.0	5.0	18.2	5.0	4.8	0.0	20.0	
Native American/Alaska Native Populations	9.1	0.0	5.0	9.1	10.0	4.8	0.0	10.0	
Arab/Arab American Populations	4.5	0.0	0.0	13.6	5.0	0.0	0.0	15.0	
Asian/Asian American Populations	4.5	0.0	0.0	9.1	5.0	0.0	0.0	10.0	
Native Hawaiian/Pacific Islander Populations	4.5	0.0	0.0	9.1	5.0	0.0	0.0	10.0	
Gay/Lesbian/Bisexual/Transgender Populations	4.5	0.0	0.0	4.5	5.0	0.0	0.0	5.0	
Immigrant Communities	0.0	0.0	0.0	9.1	0.0	0.0	5.0	5.0	
People of Specific Faiths/Religions	0.0	0.0	0.0	9.1	0.0	0.0	5.0	5.0	
Other "At Risk" Populations (e.g., Homeless, etc.)	13.6	10.0	19.0	45.5	20.0	9.5	19.0	35.0	

Percent of Respondents Indicating the Foundation's Mission Statement or Grantmaking Guidelines Target Serving Each Population by Region*								
	Upper Peninsula	Northern Lower	Bay and Thumb	West	Central	Southeast	South Central	Southwest
Youth/Children	20.0	16.7	16.7	35.7	83.3	34.8	50.0	33.3
Economically Disadvantaged Populations	0.0	0.0	16.7	28.6	33.3	34.8	35.7	26.7
Senior Citizens/Aging Populations	0.0	16.7	16.7	14.3	66.7	21.7	7.1	13.3
People with Disabilities	0.0	0.0	16.7	21.4	33.3	17.4	14.3	0.0
Women/Girls	0.0	0.0	0.0	21.4	33.3	13.0	14.3	14.3
Black/African American Populations	0.0	0.0	0.0	14.3	0.0	8.7	7.1	7.1
Hispanic/Latino/Latina Populations	0.0	0.0	0.0	14.3	0.0	8.7	7.1	7.1
Native American/Alaska Native Populations	0.0	0.0	0.0	7.1	0.0	8.7	7.1	7.1
Arab/Arab American Populations	0.0	0.0	0.0	7.1	0.0	8.7	0.0	7.1
Asian/Asian American Populations	0.0	0.0	0.0	7.1	0.0	4.3	0.0	7.1
Native Hawaiian/Pacific Islander Populations	0.0	0.0	0.0	7.1	0.0	4.3	0.0	7.1
Gay/Lesbian/Bisexual/Transgender Populations	0.0	0.0	0.0	0.0	0.0	4.3	0.0	7.1
Immigrant Communities	0.0	0.0	0.0	0.0	0.0	4.3	0.0	7.1
People of Specific Faiths/Religions	0.0	0.0	0.0	0.0	0.0	4.3	0.0	7.1
Other "At Risk" Populations (e.g., Homeless, etc.)	0.0	0.0	0.0	28.6	16.7	34.8	14.3	26.7

Youth Advisory Committees

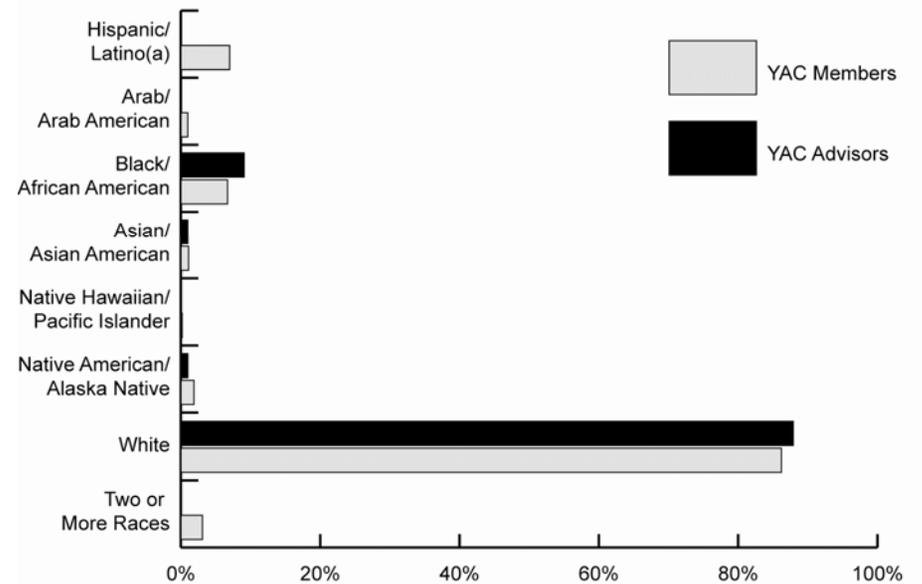
In addition to the overall survey of foundations, CRI conducted a survey of foundation Youth Advisory Committees (YACs) to determine the demographics of those committees' memberships and advisors. This was an online survey conducted in the winter of 2008-2009 (please see Appendix V for a copy of the survey instrument). Most foundations with advisory committees are community foundations, and 86 Michigan community foundations were invited to participate in this survey. CRI received 49 useable responses (a 57% response rate) from across the state.

Number of YACs Responding by Geographic Region*							
Upper Peninsula	Northern Lower	Bay and Thumb	West	Central	Southeast	South Central	Southwest
6	10	4	7	5	3	7	7

Youth Advisory Committee Demographics

The data from the YAC demographic survey show that most YACs were predominately female and age 15 or over. In terms of race and ethnicity, the average YAC was comprised of 86% White members and approximately 7% Black/African American and Hispanic/Latino/Latina members, each.

Average (Mean) Percent of YAC Members in Racial and Ethnic Groups and Percent of YAC Advisors in Racial and Ethnic Groups



Average (Mean) Percent of YAC Members in Racial, Ethnic, and Other Demographic Groups by Age and Gender				
	Female Under Age 15	Female Age 15 and Over	Male Under Age 15	Male Age 15 and Over
Hispanic/Latino/Latina	0.4	5.0	0.1	1.5
Arab/Arab American	0.0	0.5	0.1	0.4
Black/African American	0.2	3.6	0.7	2.2
Asian/Asian American	0.1	0.6	0.0	0.4
Native Hawaiian/Pacific Islander	0.0	0.0	0.0	0.2
Native American/Alaska Native	0.4	0.8	0.2	0.5
White	11.8	39.8	6.0	28.6
Two or More Races	0.6	1.2	0.4	0.9
Non-native English Speakers	0.1	0.6	0.0	0.7
Persons with Disabilities	0.1	0.3	0.0	0.2

The diversity of YACs varied by region. The most racially and ethnically diverse on average were located in Southeast Michigan.

Average (Mean) Percent of YAC Members in Racial, Ethnic, and Other Demographic Groups by Region*								
	Upper Peninsula	Northern Lower	Bay and Thumb	West	Central	Southeast	South Central	Southwest
Hispanic/Latino/Latina	0.0	4.9	3.6	4.5	10.7	37.2	9.6	1.6
Arab/Arab American	0.0	0.0	1.4	1.4	0.8	7.4	0.0	1.8
Black/African American	0.0	1.2	3.3	3.2	4.8	44.5	9.2	8.6
Asian/Asian American	0.0	0.6	0.0	2.2	0.0	1.9	3.5	1.2
Native Hawaiian/Pacific Islander	0.0	0.8	0.0	0.0	0.0	0.0	0.0	0.0
Native American/Alaska Native	6.1	2.9	0.0	0.0	0.0	0.0	1.6	2.2
White	93.9	95.8	71.8	91.6	90.3	40.6	84.7	85.9
Two or More Races	2.0	6.0	1.2	1.8	2.7	1.9	0.0	5.5
Non-native English Speakers	0.0	0.3	0.0	2.3	1.7	13.0	1.0	0.0
Persons with Disabilities	0.0	1.0	1.8	0.4	0.0	0.0	0.0	1.1

The average YAC had widely distributed member tenure, with approximately 42% having served less than one year and the remainder evenly split between one to two years and three or more years.

Average (Mean) Percent of YAC Members in Tenure Groups by Age and Gender				
	Female Under Age 15	Female Age 15 and Over	Male Under Age 15	Male Age 15 and Over
Served < 1 Year	9.4	17.0	4.2	11.7
Served 1-2 Years	2.6	16.6	1.4	11.0
Served 3+ Years	0.4	14.8	0.3	11.7

Youth Advisory Committee Advisor Demographics

Every YAC has one or more adult advisors. Responding foundations reported having had a total of 99 advisors (or approximately two per YAC). Over 70% of YAC advisors were White females, while 15% were White males and 7% were Black/African American females.

Percent of YAC Advisors in Racial, Ethnic, and Other Demographic Groups by Gender		
	Female	Male
Hispanic/Latino/Latina	0.0	0.0
Arab/Arab American	0.0	0.0
Black/African American	7.1	2.0
Asian/Asian American	0.0	1.0
Native Hawaiian/Pacific Islander	0.0	0.0
Native American/Alaska Native	1.0	0.0
White	72.7	15.2
Two or More Races	0.0	0.0
Non-native English Speakers	2.0	0.0
Persons with Disabilities	3.0	0.0

Next Steps

The data in this report should be used along with the data from the studies in California and New York, to be released in the near future, to create a more national-level snapshot of the demographics of the philanthropic sector. Foundations can use these data as a baseline against which they might consider their own internal demographics within the context of their unique missions and environments. This study can also be used as a baseline against which findings from future studies of foundation demographics may be compared.

Appendices

Michigan Organized Philanthropy Demographic Survey

May 2008

Dear Foundation Colleague:

The Council of Michigan Foundations and the Community Research Institute (CRI) at the Johnson Center for Philanthropy at Grand Valley State University have partnered to study the demographic make-up of Michigan's foundations' boards and employees. The topic of foundation demographics has become an increasing focus of philanthropic research. The Foundation Center has initiated a pilot project to improve foundation demographic research. The New York Regional Association of Grantmakers and Northern California Grantmakers are among the regional associations that are already involved in this type of study. The Michigan study will add another important layer to this newly emerging body of demographic research.

In addition to this primary focus of demographics, a brief section at the end of the survey seeks to gain a preliminary understanding of diversity policies and practices.

Please take a moment to complete this survey and submit it to CRI. Participation is completely voluntary, and any question may be skipped. Only CRI will have access to individual responses, which will be kept strictly confidential. All results will be reported in the aggregate. No names will be reported. Your completion of this survey implies your consent to participate.

To participate in the survey, please do one of the following:
Fill-out this form on your computer, print a copy for your records and submit it electronically.

Fill-out this form on your computer, print it, and send it to CRI in the mail.

Print this form, fill it out by hand, and send it to CRI in the mail.

Your participation will help us to get a more comprehensive understanding of Michigan's foundations.

Please direct any questions to:

David Bleckley
Research Coordinator
Community Research Institute
Johnson Center for Philanthropy
Grand Valley State University
Grand Rapids, MI 49504

bleckida@gvsu.edu
616.331.6692.

Thank you for your time and consideration.

Appendix I: Survey Instrument

Part Two: Board and Staff Data (continued)

	Board	Staff (VP & higher, excluding the CEO)	Full time Staff (below VP level)	Part time Staff (below VP level)
11. How many board/staff members are male?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
11a. How many male board/staff members are Hispanic/Latino?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
11b. How many male board/staff members are Arab/Arab American?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
11c. How many male board/staff members are Black/African American?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
11d. How many male board/staff members are Asian/Asian American?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
11e. How many male board/staff members are Native Hawaiian/Pacific Islander?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
11f. How many male board/staff members are Native American/Alaska Native?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
11g. How many male board/staff members are White (non-Hispanic)?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
11h. How many male board/staff members are two or more races?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
12. How many board/staff members do not speak English as their first language?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
13. How many board/staff members have a disability?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
14. How many board/staff members live outside of Michigan?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
15. How many board/staff members live outside of the United States?	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
16. How many board/staff members have served on the board/staff for each time period given?	Less than 1 year	<input type="text"/>	<input type="text"/>	<input type="text"/>
	1-2 years	<input type="text"/>	<input type="text"/>	<input type="text"/>
	3-4 years	<input type="text"/>	<input type="text"/>	<input type="text"/>
	5-10 years	<input type="text"/>	<input type="text"/>	<input type="text"/>
	11-20 years	<input type="text"/>	<input type="text"/>	<input type="text"/>
	More than 20 years	<input type="text"/>	<input type="text"/>	<input type="text"/>
17. How many board/staff members fit into each of the following age ranges?	Less than 30 years	<input type="text"/>	<input type="text"/>	<input type="text"/>
	30-39 years	<input type="text"/>	<input type="text"/>	<input type="text"/>
	40-49 years	<input type="text"/>	<input type="text"/>	<input type="text"/>
	50-59 years	<input type="text"/>	<input type="text"/>	<input type="text"/>
	60-69 years	<input type="text"/>	<input type="text"/>	<input type="text"/>
	70 or more years	<input type="text"/>	<input type="text"/>	<input type="text"/>

Part Three: Leadership Data

18. Please provide the demographics of the foundation's board chairperson:

Sex: Female Male

Ethnicity: Hispanic/Latino/Latina Not Hispanic/Latino/Latina

Arab Heritage: Arab/Arab American Not Arab/Arab American

Race (please check all that apply):

Black/African American

Asian/Asian American

Native Hawaiian/Pacific Islander

Native American/Alaska Native

White (non-Hispanic)

Other (please specify) _____

Does the board chairperson have a disability? Yes No

Does the board chairperson speak English as her/his first language? Yes No

Age: _____

Number of years on the board: _____

19. Please provide the demographics of the foundation's current CEO/President/Executive Director:

Sex: Female Male

Ethnicity: Hispanic/Latino/Latina Not Hispanic/Latino/Latina

Arab Heritage: Arab/Arab American Not Arab/Arab American

Race (please check all that apply):

Black/African American

Asian/Asian American

Native Hawaiian/Pacific Islander

Native American/Alaska Native

White (non-Hispanic)

Other (please specify) _____

Does the CEO/President/Executive Director have a disability? Yes No

Does the CEO/President/Executive Director speak English as her/his first language? Yes No

Age: _____

Number of years as CEO: _____

20. Was the foundation's current CEO/President/Executive Director hired from...

within the organization

another foundation

a nonprofit organization

a for-profit organization

other (please specify) _____

Part Four: Diversity Policies and Practices

In efforts to add to the national understanding of the grantmaking sector's activities, CRI and the Council of Michigan Foundations would like to ask a few questions about Michigan grantmakers' existing diversity policies and practices. As with the rest of the survey, these questions are voluntary, and any question may be skipped.

21. Does the organization have specific goals, policies, or guidelines regarding board diversity? Yes No
22. Does the organization have specific goals, policies, or guidelines regarding staff diversity? Yes No
23. Does the organization have specific goals, policies, or guidelines regarding executive staff diversity? Yes No

24. In the organization's mission statement or grantmaking guidelines, which of the following populations, if any, are mentioned as key constituencies that the foundation aims to serve through its domestic (U.S.) grantmaking?

- Hispanic/Latino/Latina
- Arab/Arab American
- Black/African American
- Asian/Asian American
- Native Hawaiian/Pacific Islander
- Native American/Alaska Native
- Women/girls
- Gay/Lesbian/Bisexual/Transgender
- People with disabilities
- People of specific faiths/religions
- Economically disadvantaged
- Youth/children
- Senior citizens/aging populations
- Immigrant communities
- Other "at risk" populations (e.g., homeless, etc.)
- Other demographic group (please specify)

25. Some foundations target grants to specific demographic populations. For others, grantmaking is not targeted to specific populations. Which of the following is true for your foundation?

- Our mission leads to *all* of our grants serving specific demographic populations
- Our mission leads to *some* of our grants serving specific demographic populations
- Our mission leads to *none* of our grants serving specific demographic populations

Thank you very much for your participation in this important study.

Please print a copy for your records and/or to submit the survey to CRI in the mail.
Mac users should be sure to print a copy, as they may have difficulties submitting electronically.

[Print Form](#)

To submit the completed survey, please make sure that you are connected to the Internet, then press the "Submit" button below.

[Submit](#)

Appendix II: Break-down of Foundation Board and Staff Demographics

Board/Staff Gender, Race, and Ethnicity by Foundation Type, Grantmaking, Assets, and Region

Average (Mean) Percent of Board/Staff Members Who Were Female				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	40.3	62.9	88.9	79.2
Foundation Type				
Community Foundation	41.5	69.5	92.4	97.8
Corporate Foundation	31.5	100.0	100.0	75.0
Family Foundation	45.3	37.8	88.8	46.4
Independent Foundation	34.3	60.8	83.2	77.8
Public Foundation†	33.2	100.0	100.0	0.0
Other	49.1	65.3	70.1	56.3
Grantmaking Last Year				
Less than \$150,000	39.4	63.3	83.7	77.3
\$150,000-\$649,999	42.0	57.1	93.3	80.6
\$650,000-\$3,249,999	40.3	75.0	93.6	80.4
\$3,250,000 or more	40.7	62.3	84.7	76.9
Assets				
Less than \$3,750,000	37.1	58.1	83.4	75.0
\$3,750,000-\$11,999,999	42.4	70.0	97.6	82.5
\$12,000,000-\$69,999,999	39.8	75.0	92.9	77.5
\$70,000,000 or more	42.6	65.2	82.9	78.4
Region†				
Upper Peninsula	47.6	100.0	92.9	100.0
Northern Lower	40.6	-	91.7	100.0
Bay and Thumb	46.9	0.0	-	100.0
West	40.7	66.9	98.3	100.0
Central	42.2	75.0	86.7	100.0
Southeast	34.5	57.6	88.0	47.1
South Central	44.1	65.2	90.7	70.8
Southwest	39.4	57.8	74.7	84.7

Average (Mean) Percent of Board/Staff Members Who Were Male				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	60.3	33.9	10.1	10.4
Foundation Type				
Community Foundation	58.2	30.5	7.6	2.2
Corporate Foundation	68.5	50.0	0.0	25.0
Family Foundation	54.7	40.0	11.2	25.0
Independent Foundation	66.9	39.2	16.8	0.0
Public Foundation†	78.9	0.0	0.0	0.0
Other	50.9	26.4	19.4	43.8
Grantmaking Last Year				
Less than \$150,000	60.4	32.5	9.2	13.6
\$150,000-\$649,999	58.0	28.6	6.7	8.3
\$650,000-\$3,249,999	59.5	25.0	6.3	12.5
\$3,250,000 or more	62.0	37.7	15.3	7.7
Assets				
Less than \$3,750,000	62.8	37.1	8.3	15.0
\$3,750,000-\$11,999,999	57.6	20.0	2.4	7.5
\$12,000,000-\$69,999,999	61.7	25.0	7.1	9.2
\$70,000,000 or more	58.5	34.8	17.0	12.5
Region†				
Upper Peninsula	52.4	0.0	7.1	0.0
Northern Lower	59.4	-	8.3	0.0
Bay and Thumb	53.1	0.0	-	0.0
West	59.0	33.1	1.7	0.0
Central	57.8	25.0	13.3	0.0
Southeast	67.9	39.4	8.2	22.1
South Central	55.9	34.8	9.3	29.2
Southwest	60.6	42.2	25.0	4.2

Average (Mean) Percent of Board/Staff Members Who Were Hispanic/Latina Females				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	0.4	2.4	2.6	0.0
Foundation Type				
Community Foundation	0.6	0.0	5.8	0.0
Corporate Foundation	0.0	0.0	0.0	0.0
Family Foundation	0.0	0.0	0.0	0.0
Independent Foundation	0.9	0.0	1.2	0.0
Public Foundation [†]	0.0	100.0	0.0	0.0
Other	0.0	0.0	1.5	0.0
Grantmaking Last Year				
Less than \$150,000	0.0	0.0	0.2	0.0
\$150,000-\$649,999	0.0	0.0	0.0	0.0
\$650,000-\$3,249,999	0.4	11.1	6.4	0.0
\$3,250,000 or more	1.2	0.0	1.4	0.0
Assets				
Less than \$3,750,000	0.0	0.0	0.2	0.0
\$3,750,000-\$11,999,999	0.0	10.0	0.0	0.0
\$12,000,000-\$69,999,999	0.4	0.0	6.7	0.0
\$70,000,000 or more	1.4	0.0	1.6	0.0
Region[†]				
Upper Peninsula	0.0	0.0	0.0	0.0
Northern Lower	0.0	-	0.0	0.0
Bay and Thumb	0.0	0.0	-	0.0
West	0.9	0.0	10.7	0.0
Central	0.0	0.0	0.0	0.0
Southeast	0.8	0.0	0.6	0.0
South Central	0.2	14.3	0.1	0.0
Southwest	0.0	0.0	1.8	0.0

Average (Mean) Percent of Board/Staff Members Who Were Hispanic/Latino Males				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	0.7	0.0	0.6	0.0
Foundation Type				
Community Foundation	0.7	0.0	0.0	0.0
Corporate Foundation	0.0	0.0	0.0	0.0
Family Foundation	0.0	0.0	0.0	0.0
Independent Foundation	1.6	0.0	2.5	0.0
Public Foundation [†]	0.0	0.0	0.0	0.0
Other	2.0	0.0	0.1	0.0
Grantmaking Last Year				
Less than \$150,000	0.3	0.0	0.2	0.0
\$150,000-\$649,999	0.7	0.0	0.0	0.0
\$650,000-\$3,249,999	0.2	0.0	0.0	0.0
\$3,250,000 or more	1.6	0.0	1.3	0.0
Assets				
Less than \$3,750,000	0.4	0.0	0.2	0.0
\$3,750,000-\$11,999,999	0.7	0.0	0.0	0.0
\$12,000,000-\$69,999,999	0.2	0.0	0.0	0.0
\$70,000,000 or more	1.8	0.0	1.4	0.0
Region[†]				
Upper Peninsula	0.0	0.0	0.0	0.0
Northern Lower	2.4	-	0.0	0.0
Bay and Thumb	0.0	0.0	-	0.0
West	1.4	0.0	0.0	0.0
Central	0.0	0.0	0.0	0.0
Southeast	0.0	0.0	0.3	0.0
South Central	0.9	0.0	0.1	0.0
Southwest	1.0	0.0	2.8	0.0

Average (Mean) Percent of Board/Staff Members Who Were Arab/Arab American Females				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	0.3	0.0	0.0	2.1
Foundation Type				
Community Foundation	0.0	0.0	0.0	0.0
Corporate Foundation	2.9	0.0	0.0	0.0
Family Foundation	0.0	0.0	0.0	0.0
Independent Foundation	0.0	0.0	0.2	11.1
Public Foundation†	0.0	0.0	0.0	0.0
Other	0.0	0.0	0.0	0.0
Grantmaking Last Year				
Less than \$150,000	0.4	0.0	0.0	9.1
\$150,000-\$649,999	0.0	0.0	0.0	0.0
\$650,000-\$3,249,999	0.7	0.0	0.0	0.0
\$3,250,000 or more	0.0	0.0	0.1	0.0
Assets				
Less than \$3,750,000	0.5	0.0	0.0	10.0
\$3,750,000-\$11,999,999	0.0	0.0	0.0	0.0
\$12,000,000-\$69,999,999	0.7	0.0	0.0	0.0
\$70,000,000 or more	0.0	0.0	0.1	0.0
Region*				
Upper Peninsula	0.0	0.0	0.0	0.0
Northern Lower	0.0	-	0.0	0.0
Bay and Thumb	0.0	0.0	-	0.0
West	0.0	0.0	0.0	0.0
Central	0.0	0.0	0.0	0.0
Southeast	1.0	0.0	0.2	0.0
South Central	0.0	0.0	0.0	16.7
Southwest	0.0	0.0	0.0	0.0

Average (Mean) Percent of Board/Staff Members Who Were Arab/Arab American Males				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	0.4	0.0	0.0	0.0
Foundation Type				
Community Foundation	0.4	0.0	0.0	0.0
Corporate Foundation	2.9	0.0	0.0	0.0
Family Foundation	0.0	0.0	0.0	0.0
Independent Foundation	0.0	0.0	0.0	0.0
Public Foundation†	0.0	0.0	0.0	0.0
Other	0.0	0.0	0.0	0.0
Grantmaking Last Year				
Less than \$150,000	0.4	0.0	0.0	0.0
\$150,000-\$649,999	0.0	0.0	0.0	0.0
\$650,000-\$3,249,999	0.7	0.0	0.0	0.0
\$3,250,000 or more	0.6	0.0	0.0	0.0
Assets				
Less than \$3,750,000	0.5	0.0	0.0	0.0
\$3,750,000-\$11,999,999	0.0	0.0	0.0	0.0
\$12,000,000-\$69,999,999	0.7	0.0	0.0	0.0
\$70,000,000 or more	0.6	0.0	0.0	0.0
Region*				
Upper Peninsula	0.0	0.0	0.0	0.0
Northern Lower	0.0	-	0.0	0.0
Bay and Thumb	0.0	0.0	-	0.0
West	0.0	0.0	0.0	0.0
Central	0.0	0.0	0.0	0.0
Southeast	1.1	0.0	0.0	0.0
South Central	0.4	0.0	0.0	0.0
Southwest	0.4	0.0	0.0	0.0

Average (Mean) Percent of Board/Staff Members Who Were Black/African American Females				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	4.0	5.2	12.1	2.3
Foundation Type				
Community Foundation	3.4	1.9	9.0	2.2
Corporate Foundation	7.8	50.0	9.7	0.0
Family Foundation	0.6	0.0	2.9	0.0
Independent Foundation	4.9	3.6	27.7	0.0
Public Foundation†	3.7	0.0	0.0	0.0
Other	13.6	13.9	10.7	15.6
Grantmaking Last Year				
Less than \$150,000	3.8	12.5	29.5	0.0
\$150,000-\$649,999	1.3	0.0	0.0	0.0
\$650,000-\$3,249,999	5.1	3.7	10.5	4.5
\$3,250,000 or more	5.8	5.0	10.7	3.8
Assets				
Less than \$3,750,000	4.1	14.3	34.4	0.0
\$3,750,000-\$11,999,999	2.5	0.0	0.0	0.0
\$12,000,000-\$69,999,999	3.5	4.8	10.6	3.3
\$70,000,000 or more	6.7	5.8	11.7	5.7
Region*				
Upper Peninsula	0.0	0.0	0.0	0.0
Northern Lower	0.0	-	0.0	0.0
Bay and Thumb	0.0	0.0	-	0.0
West	2.4	0.0	4.0	0.0
Central	1.7	0.0	0.0	0.0
Southeast	7.2	17.4	32.7	3.8
South Central	4.4	0.0	9.3	8.3
Southwest	5.4	2.5	6.2	1.4

Average (Mean) Percent of Board/Staff Members Who Were Black/African American Males				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	4.0	1.1	2.3	1.0
Foundation Type				
Community Foundation	3.5	1.9	0.6	0.0
Corporate Foundation	5.3	0.0	0.0	0.0
Family Foundation	0.0	0.0	1.2	0.0
Independent Foundation	6.0	0.0	5.0	0.0
Public Foundation†	0.0	0.0	0.0	0.0
Other	19.3	2.8	8.0	12.5
Grantmaking Last Year				
Less than \$150,000	5.2	0.0	3.2	0.0
\$150,000-\$649,999	0.8	0.0	0.0	0.0
\$650,000-\$3,249,999	2.8	0.0	2.4	3.6
\$3,250,000 or more	7.3	2.8	2.7	0.0
Assets				
Less than \$3,750,000	5.7	0.0	3.8	0.0
\$3,750,000-\$11,999,999	0.8	0.0	0.0	0.0
\$12,000,000-\$69,999,999	2.8	0.0	2.2	2.5
\$70,000,000 or more	7.6	3.2	3.1	1.1
Region*				
Upper Peninsula	0.0	0.0	0.0	0.0
Northern Lower	0.0	-	0.0	0.0
Bay and Thumb	0.0	0.0	-	0.0
West	2.9	0.0	0.0	0.0
Central	1.7	0.0	0.0	0.0
Southeast	8.3	0.0	4.3	2.9
South Central	3.1	4.8	3.1	0.0
Southwest	5.0	1.2	3.5	1.4

Average (Mean) Percent of Board/Staff Members Who Were Asian/Asian American Females				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	0.2	0.7	0.6	2.1
Foundation Type				
Community Foundation	0.0	0.0	0.0	0.0
Corporate Foundation	1.3	0.0	0.0	0.0
Family Foundation	0.0	0.0	0.7	14.3
Independent Foundation	0.4	4.1	0.6	0.0
Public Foundation†	0.0	0.0	0.0	0.0
Other	0.0	0.0	3.1	0.0
Grantmaking Last Year				
Less than \$150,000	0.0	0.0	2.4	0.0
\$150,000-\$649,999	0.0	0.0	0.0	0.0
\$650,000-\$3,249,999	0.0	0.0	0.0	7.1
\$3,250,000 or more	0.3	1.8	0.5	0.0
Assets				
Less than \$3,750,000	0.0	0.0	0.4	0.0
\$3,750,000-\$11,999,999	0.0	0.0	2.4	0.0
\$12,000,000-\$69,999,999	0.0	0.0	0.0	6.7
\$70,000,000 or more	0.4	2.0	0.6	0.0
Region*				
Upper Peninsula	0.0	0.0	7.1	0.0
Northern Lower	0.0	-	0.0	0.0
Bay and Thumb	0.0	0.0	-	0.0
West	0.0	0.0	0.0	12.5
Central	1.7	0.0	0.0	0.0
Southeast	0.3	0.0	0.3	0.0
South Central	0.0	0.0	0.3	0.0
Southwest	0.0	3.2	0.8	0.0

Average (Mean) Percent of Board/Staff Members Who Were Asian/Asian American Males				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	0.4	0.3	0.1	0.0
Foundation Type				
Community Foundation	0.1	0.0	0.0	0.0
Corporate Foundation	0.0	0.0	0.0	0.0
Family Foundation	0.0	0.0	0.0	0.0
Independent Foundation	0.9	2.0	0.0	0.0
Public Foundation†	0.0	0.0	0.0	0.0
Other	2.0	0.0	0.5	0.0
Grantmaking Last Year				
Less than \$150,000	0.8	0.0	0.0	0.0
\$150,000-\$649,999	0.0	0.0	0.0	0.0
\$650,000-\$3,249,999	0.2	0.0	0.0	0.0
\$3,250,000 or more	0.5	0.9	0.1	0.0
Assets				
Less than \$3,750,000	0.0	0.0	0.0	0.0
\$3,750,000-\$11,999,999	0.8	0.0	0.0	0.0
\$12,000,000-\$69,999,999	0.2	0.0	0.0	0.0
\$70,000,000 or more	0.5	1.0	0.1	0.0
Region*				
Upper Peninsula	0.0	0.0	0.0	0.0
Northern Lower	0.0	-	0.0	0.0
Bay and Thumb	0.0	0.0	-	0.0
West	0.3	0.0	0.0	0.0
Central	0.0	0.0	0.0	0.0
Southeast	0.0	0.0	0.0	0.0
South Central	0.0	0.0	0.0	0.0
Southwest	1.8	1.6	0.3	0.0

Average (Mean) Percent of Board/Staff Members Who Were Native Hawaiian/Pacific Islander Females

	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	0.0	0.0	0.1	2.1
Foundation Type				
Community Foundation	0.0	0.0	0.0	0.0
Corporate Foundation	0.0	0.0	0.0	25.0
Family Foundation	0.0	0.0	0.7	0.0
Independent Foundation	0.0	0.0	0.0	0.0
Public Foundation†	0.0	0.0	0.0	0.0
Other	0.0	0.0	0.0	0.0
Grantmaking Last Year				
Less than \$150,000	0.0	0.0	0.0	0.0
\$150,000-\$649,999	0.0	0.0	0.0	0.0
\$650,000-\$3,249,999	0.0	0.0	0.0	7.1
\$3,250,000 or more	0.0	0.0	0.3	0.0
Assets				
Less than \$3,750,000	0.0	0.0	0.0	0.0
\$3,750,000-\$11,999,999	0.0	0.0	0.0	0.0
\$12,000,000-\$69,999,999	0.0	0.0	0.0	6.7
\$70,000,000 or more	0.0	0.0	0.3	0.0
Region†				
Upper Peninsula	0.0	0.0	0.0	0.0
Northern Lower	0.0	-	0.0	0.0
Bay and Thumb	0.0	0.0	-	0.0
West	0.0	0.0	0.0	0.0
Central	0.0	0.0	0.0	0.0
Southeast	0.0	0.0	0.0	7.7
South Central	0.0	0.0	0.0	0.0
Southwest	0.0	0.0	0.6	0.0

Average (Mean) Percent of Board/Staff Members Who Were Native Hawaiian/Pacific Islander Males

	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	0.3	0.0	0.2	0.0
Foundation Type				
Community Foundation	0.2	0.0	0.4	0.0
Corporate Foundation	2.1	0.0	0.0	0.0
Family Foundation	0.0	0.0	0.0	0.0
Independent Foundation	0.0	0.0	0.2	0.0
Public Foundation†	0.0	0.0	0.0	0.0
Other	0.0	0.0	0.0	0.0
Grantmaking Last Year				
Less than \$150,000	0.8	0.0	0.0	0.0
\$150,000-\$649,999	0.0	0.0	0.0	0.0
\$650,000-\$3,249,999	0.3	0.0	0.0	0.0
\$3,250,000 or more	0.0	0.0	0.4	0.0
Assets				
Less than \$3,750,000	0.8	0.0	0.0	0.0
\$3,750,000-\$11,999,999	0.0	0.0	0.0	0.0
\$12,000,000-\$69,999,999	0.3	0.0	0.0	0.0
\$70,000,000 or more	0.0	0.0	0.5	0.0
Region†				
Upper Peninsula	0.0	0.0	0.0	0.0
Northern Lower	0.0	-	0.0	0.0
Bay and Thumb	0.0	0.0	-	0.0
West	0.0	0.0	0.7	0.0
Central	1.1	0.0	0.0	0.0
Southeast	0.7	0.0	0.2	0.0
South Central	0.0	0.0	0.0	0.0
Southwest	0.0	0.0	0.0	0.0

Average (Mean) Percent of Board/Staff Members Who Were Native American/Alaska Native Females				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	0.0	0.0	2.0	1.0
Foundation Type				
Community Foundation	0.1	0.0	5.3	2.2
Corporate Foundation	0.0	0.0	0.0	0.0
Family Foundation	0.0	0.0	0.0	0.0
Independent Foundation	0.0	0.0	0.0	0.0
Public Foundation†	0.0	0.0	0.0	0.0
Other	0.0	0.0	0.1	0.0
Grantmaking Last Year				
Less than \$150,000	0.0	0.0	0.0	4.5
\$150,000-\$649,999	0.0	0.0	20.0	0.0
\$650,000-\$3,249,999	0.2	0.0	0.0	0.0
\$3,250,000 or more	0.0	0.0	0.0	0.0
Assets				
Less than \$3,750,000	0.0	0.0	0.0	5.0
\$3,750,000-\$11,999,999	0.0	0.0	16.7	0.0
\$12,000,000-\$69,999,999	0.2	0.0	0.0	0.0
\$70,000,000 or more	0.0	0.0	0.0	0.0
Region†				
Upper Peninsula	0.0	0.0	0.0	0.0
Northern Lower	0.0	-	25.0	0.0
Bay and Thumb	0.0	0.0	-	0.0
West	0.0	0.0	0.0	0.0
Central	0.0	0.0	0.0	0.0
Southeast	0.0	0.0	0.0	3.8
South Central	0.2	0.0	0.0	0.0
Southwest	0.0	0.0	0.1	0.0

Average (Mean) Percent of Board/Staff Members Who Were Native American/Alaska Native Males				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	0.0	0.0	0.0	0.0
Foundation Type				
Community Foundation	0.0	0.0	0.0	0.0
Corporate Foundation	0.0	0.0	0.0	0.0
Family Foundation	0.0	0.0	0.0	0.0
Independent Foundation	0.0	0.0	0.0	0.0
Public Foundation†	0.0	0.0	0.0	0.0
Other	0.0	0.0	0.1	0.0
Grantmaking Last Year				
Less than \$150,000	0.0	0.0	0.0	0.0
\$150,000-\$649,999	0.0	0.0	0.0	0.0
\$650,000-\$3,249,999	0.0	0.0	0.0	0.0
\$3,250,000 or more	0.0	0.0	0.0	0.0
Assets				
Less than \$3,750,000	0.0	0.0	0.0	0.0
\$3,750,000-\$11,999,999	0.0	0.0	0.0	0.0
\$12,000,000-\$69,999,999	0.0	0.0	0.0	0.0
\$70,000,000 or more	0.0	0.0	0.0	0.0
Region†				
Upper Peninsula	0.0	0.0	0.0	0.0
Northern Lower	0.0	-	0.0	0.0
Bay and Thumb	0.0	0.0	-	0.0
West	0.0	0.0	0.0	0.0
Central	0.0	0.0	0.0	0.0
Southeast	0.0	0.0	0.0	0.0
South Central	0.0	0.0	0.0	0.0
Southwest	0.0	0.0	0.1	0.0

Average (Mean) Percent of Board/Staff Members Who Were White Females				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	32.5	50.5	68.9	73.7
Foundation Type				
Community Foundation	35.6	62.1	77.6	89.1
Corporate Foundation	18.6	50.0	73.6	75.0
Family Foundation	38.4	37.8	84.5	32.1
Independent Foundation	29.2	53.2	53.3	77.8
Public Foundation†	29.5	0.0	100.0	100.0
Other	21.2	34.7	30.2	40.6
Grantmaking Last Year				
Less than \$150,000	28.8	42.5	19.6	72.7
\$150,000-\$649,999	40.8	57.1	93.3	80.6
\$650,000-\$3,249,999	31.0	60.2	82.9	68.8
\$3,250,000 or more	30.5	49.2	66.7	73.1
Assets				
Less than \$3,750,000	32.1	34.3	22.9	70.0
\$3,750,000-\$11,999,999	36.5	60.0	83.3	82.5
\$12,000,000-\$69,999,999	29.9	56.0	75.7	67.5
\$70,000,000 or more	33.4	57.5	68.6	72.7
Region*				
Upper Peninsula	33.3	100.0	50.0	100.0
Northern Lower	40.6	-	91.7	100.0
Bay and Thumb	36.5	0.0	-	100.0
West	28.9	52.6	83.7	75.0
Central	38.8	75.0	86.7	100.0
Southeast	24.8	34.1	42.6	47.1
South Central	39.3	51.0	80.7	62.5
Southwest	33.6	52.2	65.1	83.3

Average (Mean) Percent of Board/Staff Members Who Were White Males				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	47.6	25.1	7.9	7.3
Foundation Type				
Community Foundation	48.6	17.5	6.6	2.2
Corporate Foundation	49.2	50.0	12.5	0.0
Family Foundation	43.4	28.9	9.4	25.0
Independent Foundation	58.1	37.1	8.5	11.1
Public Foundation†	45.6	0.0	0.0	0.0
Other	21.9	23.6	7.6	6.3
Grantmaking Last Year				
Less than \$150,000	48.4	20.0	3.7	4.5
\$150,000-\$649,999	53.5	14.3	6.7	19.4
\$650,000-\$3,249,999	48.4	25.0	8.6	1.8
\$3,250,000 or more	41.1	27.8	10.0	7.7
Assets				
Less than \$3,750,000	50.9	22.9	4.3	5.0
\$3,750,000-\$11,999,999	52.0	10.0	0.0	17.5
\$12,000,000-\$69,999,999	43.3	25.0	9.9	0.0
\$70,000,000 or more	47.3	30.6	11.2	11.4
Region*				
Upper Peninsula	46.7	0.0	0.0	0.0
Northern Lower	57.0	-	8.3	0.0
Bay and Thumb	53.1	0.0	-	0.0
West	42.3	33.1	1.0	0.0
Central	53.9	25.0	13.3	0.0
Southeast	45.1	30.3	9.1	11.5
South Central	46.3	15.7	5.7	29.2
Southwest	49.7	28.3	17.3	2.8

Average (Mean) Percent of Board/Staff Members Who Were Females of Two or More Races				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	0.4	0.6	2.1	2.1
Foundation Type				
Community Foundation	0.4	0.0	5.3	0.0
Corporate Foundation	0.0	0.0	0.0	0.0
Family Foundation	0.0	0.0	0.0	14.3
Independent Foundation	1.4	3.6	0.5	0.0
Public Foundation†	0.0	0.0	0.0	0.0
Other	0.0	0.0	0.1	0.0
Grantmaking Last Year				
Less than \$150,000	0.0	0.0	0.2	0.0
\$150,000-\$649,999	0.0	0.0	20.0	0.0
\$650,000-\$3,249,999	0.3	0.0	0.0	7.1
\$3,250,000 or more	1.4	1.6	0.2	0.0
Assets				
Less than \$3,750,000	0.0	0.0	0.2	0.0
\$3,750,000-\$11,999,999	0.0	0.0	16.7	0.0
\$12,000,000-\$69,999,999	0.3	0.0	0.0	6.7
\$70,000,000 or more	1.6	1.8	0.3	0.0
Region*				
Upper Peninsula	0.0	0.0	0.0	0.0
Northern Lower	0.0	-	25.0	0.0
Bay and Thumb	0.0	0.0	-	0.0
West	0.0	0.0	0.0	12.5
Central	0.0	0.0	0.0	0.0
Southeast	1.1	2.3	0.3	0.0
South Central	0.5	0.0	0.1	0.0
Southwest	0.4	0.0	0.1	0.0

Average (Mean) Percent of Board/Staff Members Who Were Males of Two or More Races				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	0.2	0.0	0.2	0.0
Foundation Type				
Community Foundation	0.6	0.0	0.4	0.0
Corporate Foundation	0.0	0.0	0.0	0.0
Family Foundation	0.0	0.0	0.6	0.0
Independent Foundation	0.0	0.0	0.0	0.0
Public Foundation†	0.0	0.0	0.0	0.0
Other	0.0	0.0	0.1	0.0
Grantmaking Last Year				
Less than \$150,000	0.0	0.0	0.0	0.0
\$150,000-\$649,999	0.0	0.0	0.0	0.0
\$650,000-\$3,249,999	1.0	0.0	0.0	0.0
\$3,250,000 or more	0.0	0.0	0.6	0.0
Assets				
Less than \$3,750,000	0.0	0.0	0.0	0.0
\$3,750,000-\$11,999,999	0.0	0.0	0.0	0.0
\$12,000,000-\$69,999,999	1.0	0.0	0.0	0.0
\$70,000,000 or more	0.0	0.0	0.6	0.0
Region*				
Upper Peninsula	0.0	0.0	0.0	0.0
Northern Lower	0.0	-	0.0	0.0
Bay and Thumb	0.0	0.0	-	0.0
West	0.5	0.0	0.7	0.0
Central	2.2	0.0	0.0	0.0
Southeast	0.0	0.0	0.0	0.0
South Central	0.0	0.0	0.4	0.0
Southwest	0.0	0.0	0.1	0.0

Board/Staff Non-native English Speaking, Disability Status, and Place of Residence by Foundation Type, Grantmaking, Assets, and Region

Average (Mean) Percent of Board/Staff Members Who Did Not Speak English as Their First Language				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	0.7	1.0	0.5	0.3
Foundation Type				
Community Foundation	0.6	0.0	0.0	0.0
Corporate Foundation	2.5	0.0	0.0	0.0
Family Foundation	0.0	0.0	0.0	0.0
Independent Foundation	0.8	6.1	1.9	0.0
Public Foundation†	0.0	0.0	0.0	0.0
Other	2.2	0.0	1.0	3.1
Grantmaking Last Year				
Less than \$150,000	0.3	0.0	0.0	0.0
\$150,000-\$649,999	0.0	0.0	0.0	0.0
\$650,000-\$3,249,999	0.5	0.0	0.3	0.9
\$3,250,000 or more	1.2	2.7	1.1	0.0
Assets				
Less than \$3,750,000	0.4	0.0	0.0	0.0
\$3,750,000-\$11,999,999	0.0	0.0	0.0	0.0
\$12,000,000-\$69,999,999	0.0	0.0	0.0	0.0
\$70,000,000 or more	1.9	3.1	1.4	1.1
Region*				
Upper Peninsula	0.0	0.0	0.0	0.0
Northern Lower	0.0	-	0.0	0.0
Bay and Thumb	0.0	0.0	-	0.0
West	0.5	0.0	0.0	0.0
Central	3.3	0.0	0.0	0.0
Southeast	0.2	0.0	0.0	0.0
South Central	0.9	0.0	0.0	0.0
Southwest	1.5	4.8	3.3	1.4

Mean) Percent of Board/Staff Members Who Had a Disability				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	1.3	0.0	0.2	0.8
Foundation Type				
Community Foundation	2.4	0.0	0.4	0.0
Corporate Foundation	2.1	0.0	0.0	0.0
Family Foundation	0.0	0.0	0.0	0.0
Independent Foundation	1.3	0.0	0.1	0.0
Public Foundation†	1.5	0.0	0.0	0.0
Other	0.0	0.0	0.0	9.4
Grantmaking Last Year				
Less than \$150,000	1.0	0.0	0.2	0.0
\$150,000-\$649,999	2.1	0.0	0.0	0.0
\$650,000-\$3,249,999	0.7	0.0	0.0	2.7
\$3,250,000 or more	1.9	0.0	0.4	0.0
Assets				
Less than \$3,750,000	1.1	0.0	0.2	0.0
\$3,750,000-\$11,999,999	1.6	0.0	0.0	0.0
\$12,000,000-\$69,999,999	2.2	0.0	0.0	2.5
\$70,000,000 or more	0.8	0.0	0.4	0.0
Region*				
Upper Peninsula	0.0	0.0	0.0	0.0
Northern Lower	1.5	-	0.0	0.0
Bay and Thumb	1.2	0.0	-	0.0
West	3.1	0.0	0.0	0.0
Central	0.0	0.0	0.0	0.0
Southeast	1.2	0.0	0.0	2.9
South Central	0.6	0.0	0.1	0.0
Southwest	1.6	0.0	1.0	0.0

Average (Mean) Percent of Board/Staff Members Who Lived Outside of Michigan				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	13.8	3.6	4.3	4.2
Foundation Type				
Community Foundation	2.1	0.0	0.0	2.2
Corporate Foundation	6.3	0.0	0.0	0.0
Family Foundation	30.9	6.7	11.4	14.3
Independent Foundation	15.7	12.2	10.5	5.6
Public Foundation†	0.0	0.0	0.0	0.0
Other	23.3	0.0	3.4	0.0
Grantmaking Last Year				
Less than \$150,000	15.5	0.0	1.7	13.6
\$150,000-\$649,999	3.5	0.0	0.0	0.0
\$650,000-\$3,249,999	6.1	0.0	3.1	0.0
\$3,250,000 or more	26.7	9.1	7.6	3.8
Assets				
Less than \$3,750,000	17.1	0.0	1.9	15.0
\$3,750,000-\$11,999,999	2.4	0.0	0.0	0.0
\$12,000,000-\$69,999,999	2.7	0.0	0.0	0.0
\$70,000,000 or more	30.2	10.4	10.6	4.5
Region*				
Upper Peninsula	12.4	0.0	0.0	25.0
Northern Lower	3.3	-	0.0	0.0
Bay and Thumb	11.1	0.0	-	0.0
West	4.5	0.0	0.0	0.0
Central	11.1	0.0	0.0	0.0
Southeast	11.7	0.0	0.3	7.7
South Central	22.9	0.0	6.2	0.0
Southwest	23.9	16.2	18.4	5.6

Average (Mean) Percent of Board/Staff Members Who Lived Outside the United States				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	0.5	0.3	0.7	0.0
Foundation Type				
Community Foundation	0.0	0.0	0.0	0.0
Corporate Foundation	0.0	0.0	0.0	0.0
Family Foundation	1.6	0.0	0.0	0.0
Independent Foundation	0.4	2.0	1.9	0.0
Public Foundation†	0.0	0.0	0.0	0.0
Other	0.0	0.0	3.2	0.0
Grantmaking Last Year				
Less than \$150,000	0.0	0.0	1.3	0.0
\$150,000-\$649,999	0.0	0.0	0.0	0.0
\$650,000-\$3,249,999	0.6	0.0	0.0	0.0
\$3,250,000 or more	1.4	0.9	1.4	0.0
Assets				
Less than \$3,750,000	0.0	0.0	1.5	0.0
\$3,750,000-\$11,999,999	0.0	0.0	0.0	0.0
\$12,000,000-\$69,999,999	0.6	0.0	0.0	0.0
\$70,000,000 or more	0.3	1.0	1.5	0.0
Region*				
Upper Peninsula	0.0	0.0	0.0	0.0
Northern Lower	0.0	-	0.0	0.0
Bay and Thumb	0.0	0.0	-	0.0
West	0.5	0.0	0.0	0.0
Central	0.0	0.0	0.0	0.0
Southeast	0.0	0.0	0.3	0.0
South Central	1.8	0.0	0.9	0.0
Southwest	0.8	1.6	2.9	0.0

Board/Staff Tenure by Foundation Type, Grantmaking, Assets, and Region

Average (Mean) Percent of Board/Staff Members Who Had Served the Foundation for Less than One Year				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	11.1	3.6	12.1	15.7
Foundation Type				
Community Foundation	13.2	1.4	4.8	24.1
Corporate Foundation	10.7	0.0	0.0	0.0
Family Foundation	8.9	11.1	14.9	7.1
Independent Foundation	10.8	0.0	26.1	16.7
Public Foundation†	14.1	0.0	25.0	0.0
Other	7.1	5.6	15.2	0.0
Grantmaking Last Year				
Less than \$150,000	14.8	0.0	19.1	12.1
\$150,000-\$649,999	6.1	0.0	6.7	22.2
\$650,000-\$3,249,999	9.3	2.8	12.1	15.7
\$3,250,000 or more	15.0	7.6	12.4	15.4
Assets				
Less than \$3,750,000	14.4	0.0	17.5	10.0
\$3,750,000-\$11,999,999	7.9	0.0	4.8	13.3
\$12,000,000-\$69,999,999	10.4	3.6	14.4	21.3
\$70,000,000 or more	15.1	8.7	13.5	18.2
Region*				
Upper Peninsula	14.0	0.0	14.3	10.0
Northern Lower	13.2	-	8.3	11.1
Bay and Thumb	9.5	0.0	-	100.0
West	5.9	3.6	0.0	12.5
Central	12.3	0.0	0.0	10.0
Southeast	8.8	0.0	19.5	0.0
South Central	11.8	0.0	11.9	41.7
Southwest	16.9	13.6	21.6	11.1

Average (Mean) Percent of Board/Staff Members Who Had Served the Foundation for 1-2 Years				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	14.5	12.7	15.4	15.7
Foundation Type				
Community Foundation	19.5	7.4	17.6	21.3
Corporate Foundation	20.9	0.0	0.0	0.0
Family Foundation	7.7	33.3	15.5	0.0
Independent Foundation	8.6	12.2	22.9	16.7
Public Foundation†	12.3	0.0	0.0	50.0
Other	26.2	0.0	15.3	15.6
Grantmaking Last Year				
Less than \$150,000	12.1	0.0	3.0	7.6
\$150,000-\$649,999	15.2	0.0	6.7	5.6
\$650,000-\$3,249,999	12.6	11.1	20.5	14.5
\$3,250,000 or more	20.4	26.2	19.4	32.1
Assets				
Less than \$3,750,000	13.1	0.0	1.1	5.0
\$3,750,000-\$11,999,999	13.6	0.0	7.9	8.3
\$12,000,000-\$69,999,999	15.6	14.3	20.4	21.0
\$70,000,000 or more	20.1	22.8	21.1	18.6
Region*				
Upper Peninsula	18.2	0.0	7.1	45.0
Northern Lower	20.9	-	20.8	11.1
Bay and Thumb	5.9	0.0	-	0.0
West	15.3	7.1	15.6	39.6
Central	18.1	25.0	13.3	10.0
Southeast	11.8	0.0	9.1	9.6
South Central	13.6	26.2	13.8	0.0
Southwest	17.1	20.6	27.6	15.3

Average (Mean) Percent of Board/Staff Members Who Had Served the Foundation for 3-4 Years				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	10.5	13.4	15.4	11.9
Foundation Type				
Community Foundation	18.6	17.6	25.6	15.5
Corporate Foundation	13.3	0.0	0.0	25.0
Family Foundation	0.5	2.2	15.5	0.0
Independent Foundation	3.2	10.7	12.2	11.1
Public Foundation†	33.4	100.0	0.0	0.0
Other	12.1	9.0	8.2	3.1
Grantmaking Last Year				
Less than \$150,000	10.2	0.0	19.3	27.3
\$150,000-\$649,999	9.9	28.6	33.3	5.6
\$650,000-\$3,249,999	15.0	16.7	5.7	7.3
\$3,250,000 or more	9.0	12.4	18.9	9.0
Assets				
Less than \$3,750,000	9.3	0.0	17.7	20.0
\$3,750,000-\$11,999,999	12.9	30.0	15.9	15.0
\$12,000,000-\$69,999,999	14.1	3.6	15.6	6.0
\$70,000,000 or more	9.0	15.9	17.1	11.7
Region†				
Upper Peninsula	13.6	50.0	14.3	20.0
Northern Lower	17.8	-	8.3	0.0
Bay and Thumb	7.1	0.0	-	0.0
West	5.2	7.1	24.1	8.3
Central	13.5	25.0	0.0	20.0
Southeast	14.2	9.8	15.4	26.9
South Central	11.0	19.0	16.6	0.0
Southwest	5.5	6.2	12.6	1.4

Average (Mean) Percent of Board/Staff Members Who Had Served the Foundation for 5-10 Years				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	33.1	40.0	28.3	28.6
Foundation Type				
Community Foundation	39.8	59.2	30.7	30.4
Corporate Foundation	41.8	50.0	16.7	25.0
Family Foundation	25.6	13.3	41.4	35.7
Independent Foundation	28.8	40.6	25.4	11.1
Public Foundation†	23.4	0.0	50.0	50.0
Other	32.9	17.4	12.6	43.8
Grantmaking Last Year				
Less than \$150,000	36.5	52.5	21.2	25.8
\$150,000-\$649,999	30.1	28.6	6.7	33.3
\$650,000-\$3,249,999	35.0	39.8	33.1	16.1
\$3,250,000 or more	32.9	35.0	33.3	35.9
Assets				
Less than \$3,750,000	34.4	45.7	24.7	35.0
\$3,750,000-\$11,999,999	33.2	30.0	16.7	23.3
\$12,000,000-\$69,999,999	33.7	61.9	22.9	16.7
\$70,000,000 or more	33.3	32.3	37.6	40.2
Region†				
Upper Peninsula	33.9	0.0	0.0	25.0
Northern Lower	30.8	-	29.2	44.4
Bay and Thumb	18.6	0.0	-	0.0
West	34.4	56.9	30.0	27.1
Central	42.8	50.0	53.3	60.0
Southeast	40.1	47.0	18.2	23.1
South Central	35.9	7.6	35.3	8.3
Southwest	21.2	52.3	31.3	36.1

Average (Mean) Percent of Board/Staff Members Who Had Served the Foundation for 10-20 Years				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	20.9	15.4	16.5	7.0
Foundation Type				
Community Foundation	8.0	8.7	15.2	4.3
Corporate Foundation	10.3	100.0	19.4	0.0
Family Foundation	33.3	0.0	15.1	0.0
Independent Foundation	32.5	24.3	12.5	22.2
Public Foundation†	28.8	0.0	25.0	0.0
Other	17.7	25.7	24.7	9.4
Grantmaking Last Year				
Less than \$150,000	17.6	27.5	15.1	0.0
\$150,000-\$649,999	26.8	0.0	46.7	11.1
\$650,000-\$3,249,999	15.6	23.1	16.3	17.0
\$3,250,000 or more	22.3	12.6	8.2	0.0
Assets				
Less than \$3,750,000	19.8	31.4	15.2	0.0
\$3,750,000-\$11,999,999	21.8	10.0	35.7	10.0
\$12,000,000-\$69,999,999	14.6	11.9	16.7	15.0
\$70,000,000 or more	20.3	11.4	10.4	1.1
Region*				
Upper Peninsula	20.3	0.0	7.1	0.0
Northern Lower	5.4	-	33.3	33.3
Bay and Thumb	31.3	0.0	-	0.0
West	23.6	15.2	19.6	0.0
Central	9.4	0.0	0.0	0.0
Southeast	17.5	25.8	23.7	9.6
South Central	23.6	24.3	4.6	0.0
Southwest	28.0	7.7	15.7	12.5

Average (Mean) Percent of Board/Staff Members Who Had Served the Foundation for Over 20 Years				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	10.2	6.0	6.5	2.1
Foundation Type				
Community Foundation	0.7	5.7	0.4	0.0
Corporate Foundation	7.2	0.0	41.7	0.0
Family Foundation	22.6	6.7	4.8	14.3
Independent Foundation	15.0	6.4	1.7	0.0
Public Foundation†	0.0	0.0	0.0	0.0
Other	7.0	9.0	3.0	0.0
Grantmaking Last Year				
Less than \$150,000	7.9	2.5	2.4	0.0
\$150,000-\$649,999	12.0	0.0	0.0	0.0
\$650,000-\$3,249,999	12.9	2.8	3.6	7.1
\$3,250,000 or more	6.6	12.5	7.5	0.0
Assets				
Less than \$3,750,000	7.9	2.9	2.8	0.0
\$3,750,000-\$11,999,999	11.5	0.0	0.0	0.0
\$12,000,000-\$69,999,999	12.9	0.0	3.3	6.7
\$70,000,000 or more	7.3	16.0	8.3	0.0
Region*				
Upper Peninsula	0.0	0.0	0.0	0.0
Northern Lower	11.9	-	0.0	0.0
Bay and Thumb	11.0	0.0	-	0.0
West	15.3	10.0	10.7	12.5
Central	3.9	0.0	33.3	0.0
Southeast	7.9	5.3	4.0	0.0
South Central	5.6	2.9	2.5	0.0
Southwest	17.9	10.7	5.0	0.0

Board/Staff Age by Foundation Type, Grantmaking, Assets, and Region

Average (Mean) Percent of Board/Staff Members Who Were Less than 30 Years Old				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	3.2	0.6	9.4	12.2
Foundation Type				
Community Foundation	3.9	0.0	11.0	17.4
Corporate Foundation	1.3	0.0	5.6	25.0
Family Foundation	4.2	0.0	2.6	0.0
Independent Foundation	0.9	3.6	15.9	0.0
Public Foundation†	1.5	0.0	0.0	0.0
Other	5.7	0.0	6.9	21.9
Grantmaking Last Year				
Less than \$150,000	4.8	0.0	9.2	9.1
\$150,000-\$649,999	3.9	0.0	6.7	0.0
\$650,000-\$3,249,999	0.8	0.0	8.6	17.0
\$3,250,000 or more	1.6	1.6	11.7	19.2
Assets				
Less than \$3,750,000	3.8	0.0	6.0	10.0
\$3,750,000-\$11,999,999	3.9	0.0	4.8	0.0
\$12,000,000-\$69,999,999	2.0	0.0	17.8	20.0
\$70,000,000 or more	1.2	1.8	6.3	17.0
Region*				
Upper Peninsula	9.0	0.0	14.3	25.0
Northern Lower	2.8	-	16.7	0.0
Bay and Thumb	7.6	0.0	-	0.0
West	2.3	0.0	22.6	12.5
Central	4.4	0.0	0.0	0.0
Southeast	1.3	2.3	6.0	11.5
South Central	1.0	0.0	1.1	16.7
Southwest	4.6	0.0	7.4	20.8

Average (Mean) Percent of Board/Staff Members Who Were 30-39 Years Old				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	6.3	15.4	16.1	10.6
Foundation Type				
Community Foundation	7.4	22.7	19.3	17.7
Corporate Foundation	6.1	0.0	5.6	0.0
Family Foundation	9.9	22.2	23.8	0.0
Independent Foundation	1.4	3.6	15.7	5.6
Public Foundation†	2.2	0.0	0.0	0.0
Other	4.0	0.0	13.1	12.5
Grantmaking Last Year				
Less than \$150,000	8.4	12.5	13.3	12.1
\$150,000-\$649,999	9.9	14.3	13.3	0.0
\$650,000-\$3,249,999	4.9	8.3	12.0	17.1
\$3,250,000 or more	3.1	22.4	21.7	10.3
Assets				
Less than \$3,750,000	11.4	0.0	15.5	10.0
\$3,750,000-\$11,999,999	7.2	20.0	5.6	3.3
\$12,000,000-\$69,999,999	6.1	25.0	14.0	16.0
\$70,000,000 or more	2.4	18.5	23.1	12.1
Region*				
Upper Peninsula	4.4	50.0	0.0	20.0
Northern Lower	5.8	-	16.7	11.1
Bay and Thumb	4.2	0.0	-	50.0
West	6.1	17.9	10.7	10.4
Central	8.3	50.0	20.0	10.0
Southeast	3.3	2.3	13.5	0.0
South Central	10.2	11.9	18.9	16.7
Southwest	8.5	11.1	25.8	11.1

Average (Mean) Percent of Board/Staff Members Who Were 40-49 Years Old				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	14.9	21.8	24.8	12.9
Foundation Type				
Community Foundation	17.4	24.1	20.3	11.7
Corporate Foundation	26.5	100.0	5.6	0.0
Family Foundation	13.8	0.0	33.7	14.3
Independent Foundation	8.4	12.8	21.9	22.2
Public Foundation†	8.6	100.0	100.0	0.0
Other	12.2	17.4	28.4	12.5
Grantmaking Last Year				
Less than \$150,000	18.1	25.0	37.3	18.2
\$150,000-\$649,999	15.5	0.0	0.0	11.1
\$650,000-\$3,249,999	12.5	38.9	22.0	8.6
\$3,250,000 or more	12.8	21.4	28.3	15.4
Assets				
Less than \$3,750,000	17.7	28.6	31.6	30.0
\$3,750,000-\$11,999,999	15.6	20.0	28.6	0.0
\$12,000,000-\$69,999,999	14.0	17.9	14.7	5.5
\$70,000,000 or more	11.1	26.2	28.3	21.6
Region*				
Upper Peninsula	17.5	0.0	35.7	35.0
Northern Lower	7.6	-	0.0	0.0
Bay and Thumb	15.4	0.0	-	0.0
West	9.9	21.4	25.9	6.3
Central	44.3	25.0	40.0	0.0
Southeast	12.8	18.9	29.3	12.5
South Central	15.2	35.7	22.2	16.7
Southwest	12.3	20.4	23.1	26.4

Average (Mean) Percent of Board/Staff Members Who Were 50-59 Years Old				
	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	29.2	35.9	39.0	26.2
Foundation Type				
Community Foundation	30.9	51.3	39.8	30.7
Corporate Foundation	39.8	50.0	83.3	0.0
Family Foundation	20.5	22.2	9.5	14.3
Independent Foundation	29.3	25.2	41.0	50.0
Public Foundation†	44.4	0.0	50.0	0.0
Other	31.0	18.1	15.4	0.0
Grantmaking Last Year				
Less than \$150,000	23.1	35.0	21.8	18.2
\$150,000-\$649,999	27.4	42.9	73.3	55.6
\$650,000-\$3,249,999	34.4	30.6	46.7	24.3
\$3,250,000 or more	32.0	38.6	28.2	16.7
Assets				
Less than \$3,750,000	22.9	40.0	25.4	10.0
\$3,750,000-\$11,999,999	30.8	30.0	72.2	60.0
\$12,000,000-\$69,999,999	29.4	32.1	42.4	22.7
\$70,000,000 or more	31.1	33.4	31.5	19.7
Region*				
Upper Peninsula	32.4	0.0	50.0	20.0
Northern Lower	28.7	-	41.7	33.3
Bay and Thumb	26.4	0.0	-	50.0
West	30.1	41.4	39.5	45.8
Central	26.1	25.0	40.0	60.0
Southeast	29.4	35.6	37.3	15.4
South Central	34.4	35.2	38.2	0.0
Southwest	24.4	49.3	37.7	16.7

**Average (Mean) Percent of Board/Staff Members
Who Were 60-69 Years Old**

	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	24.4	11.4	3.9	17.3
Foundation Type				
Community Foundation	23.6	3.3	2.6	13.8
Corporate Foundation	20.5	0.0	0.0	75.0
Family Foundation	28.9	11.1	1.8	14.3
Independent Foundation	18.6	26.3	3.7	0.0
Public Foundation†	13.3	0.0	0.0	0.0
Other	42.9	31.3	17.9	28.1
Grantmaking Last Year				
Less than \$150,000	21.0	2.5	1.1	6.1
\$150,000-\$649,999	21.5	0.0	0.0	11.1
\$650,000-\$3,249,999	27.1	10.2	5.1	15.2
\$3,250,000 or more	24.7	16.1	5.2	26.9
Assets				
Less than \$3,750,000	23.4	2.9	1.3	0.0
\$3,750,000-\$11,999,999	18.4	0.0	0.0	16.7
\$12,000,000-\$69,999,999	27.0	9.5	4.4	13.3
\$70,000,000 or more	27.9	20.2	6.2	23.9
Region*				
Upper Peninsula	27.2	0.0	0.0	0.0
Northern Lower	18.1	-	0.0	22.2
Bay and Thumb	19.3	0.0	-	0.0
West	39.8	22.9	1.3	25.0
Central	11.2	0.0	0.0	30.0
Southeast	24.4	10.6	6.4	11.5
South Central	14.3	2.9	4.0	33.3
Southwest	28.5	19.2	7.1	6.9

**Average (Mean) Percent of Board/Staff Members
Who Were 70 or More Years Old**

	Board	Staff (VP and Higher, Excluding the CEO)	Full-time Staff (Below VP Level)	Part-time Staff (Below VP Level)
Overall	12.5	0.0	0.0	1.0
Foundation Type				
Community Foundation	7.4	0.0	0.0	0.0
Corporate Foundation	8.3	0.0	0.0	0.0
Family Foundation	13.6	0.0	0.0	0.0
Independent Foundation	25.7	0.0	0.1	0.0
Public Foundation†	3.3	0.0	0.0	0.0
Other	4.2	0.0	0.1	12.5
Grantmaking Last Year				
Less than \$150,000	7.2	0.0	0.2	0.0
\$150,000-\$649,999	17.9	0.0	0.0	0.0
\$650,000-\$3,249,999	11.1	0.0	0.0	3.6
\$3,250,000 or more	16.4	0.0	0.0	0.0
Assets				
Less than \$3,750,000	10.6	0.0	0.2	0.0
\$3,750,000-\$11,999,999	13.3	0.0	0.0	0.0
\$12,000,000-\$69,999,999	11.9	0.0	0.0	2.5
\$70,000,000 or more	15.4	0.0	0.0	1.1
Region*				
Upper Peninsula	9.4	0.0	0.0	0.0
Northern Lower	4.6	-	0.0	0.0
Bay and Thumb	10.4	0.0	-	0.0
West	11.5	0.0	0.0	0.0
Central	5.7	0.0	0.0	0.0
Southeast	11.5	0.0	0.0	2.9
South Central	21.2	0.0	0.1	0.0
Southwest	14.5	0.0	0.1	1.4

Appendix III: Racial/Ethnic Composition of Michigan

Percent of Total Population in Racial/Ethnic Groups by Region*								
Region [†]	Hispanic/ Latino/ Latina	Black/ African American	Asian/ Asian American	Native Hawaiian/ Pacific Islander	American Indian/ Alaska Native	White	Other	Two or More Races
Statewide	3.3	14.1	1.8	0.0	0.5	78.6	0.1	1.6
Upper Peninsula	0.8	1.8	0.5	0.0	3.9	91.2	0.1	1.8
Northern Lower	1.3	0.6	0.3	0.0	1.0	95.7	0.0	1.1
Bay and Thumb Area	3.9	6.2	0.5	0.0	0.4	87.8	0.1	1.1
West	5.7	6.1	1.3	0.0	0.5	85.0	0.1	1.3
Central	2.3	1.3	0.9	0.0	0.8	93.6	0.1	1.1
Southeast	2.9	24.1	2.4	0.0	0.3	68.3	0.1	1.9
South Central	3.2	11.1	2.3	0.0	0.4	81.0	0.1	1.8
Southwest	3.4	9.5	1.1	0.0	0.5	83.7	0.1	1.6

Source: 2000 Census, United States Census Bureau

Appendix IV: Internal Demographics of the Council of Michigan Foundations

Percent of CMF Board or Staff Members in Gender, Racial, and Ethnic Groups by Organizational Role									
	Board	Staff Vice President or Higher	Full-time Staff Below Vice President	Part-time Staff Below Vice President		Board	Staff Vice President or Higher	Full-time Staff Below Vice President	Part-time Staff Below Vice President
Percent Female	42.9	66.7	93.3	100.0	Percent Male	57.1	33.3	6.7	0.0
Percent Hispanic/Latina Female	0.0	0.0	0.0	0.0	Percent Hispanic/Latino Male	3.6	0.0	0.0	0.0
Percent Arab/Arab American Female	0.0	0.0	0.0	0.0	Percent Arab/Arab American Male	0.0	0.0	0.0	0.0
Percent Black/African American Female	10.7	33.3	20.0	0.0	Percent Black/African American Male	3.6	0.0	0.0	0.0
Percent Asian/Asian American Female	0.0	0.0	0.0	0.0	Percent Asian/Asian American Male	0.0	0.0	0.0	0.0
Percent Native Hawaiian/Pacific Islander Female	0.0	0.0	0.0	0.0	Percent Native Hawaiian/Pacific Islander Male	0.0	0.0	0.0	0.0
Percent Native American/Alaska Native Female	0.0	0.0	0.0	0.0	Percent Native American/Alaska Native Male	0.0	0.0	0.0	0.0
Percent White (non-Hispanic) Female	32.1	33.3	73.3	100.0	Percent White (non-Hispanic) Male	50.0	33.3	6.7	0.0
Percent Two or More Races Female	0.0	0.0	0.0	0.0	Percent Two or More Races Male	0.0	0.0	0.0	0.0

Average (Mean) Percent of Board or Staff Members in Tenure Groups by Organizational Role				
	Board	Staff Vice President or Higher	Full-time Staff Below Vice President	Part-time Staff Below Vice President
Percent at the Foundation for Less Than 1 Year	10.7	33.3	6.7	0.0
Percent at the Foundation for 1-2 Years	28.6	0.0	20.0	33.3
Percent at the Foundation for 3-4 Years	21.4	0.0	26.7	33.3
Percent at the Foundation for 5-10 Years	35.7	33.3	26.7	0.0
Percent at the Foundation for 11-20 Years	3.6	33.3	13.3	33.3
Percent at the Foundation for More Than 20 Years	0.0	0.0	6.7	0.0

Average (Mean) Percent of Board or Staff Members in Age Groups by Organizational Role				
	Board	Staff Vice President or Higher	Full-time Staff Below Vice President	Part-time Staff Below Vice President
Percent Less Than 30 Years Old	3.6	0.0	26.7	33.3
Percent 30-39 Years Old	7.1	0.0	6.7	33.3
Percent 40-49 Years Old	35.7	0.0	33.3	0.0
Percent 50-59 Years Old	32.1	100.0	20.0	0.0
Percent 60-69 Years Old	14.3	0.0	13.3	33.3
Percent 70 Or More Years Old	7.1	0.0	0.0	0.0

Average (Mean) Percent of Board or Staff Members in Certain Demographic Groups by Organizational Role				
	Board	Staff Vice President or Higher	Full-time Staff Below Vice President	Part-time Staff Below Vice President
Percent Who Are Non-native English Speakers	0.0	0.0	0.0	0.0
Percent with a Disability	0.0	0.0	0.0	0.0
Percent Outside Michigan	0.0	0.0	0.0	0.0
Percent Outside US	0.0	0.0	0.0	0.0

Appendix V: 2008 Youth Advisory Council Demographic Survey Instrument

2008 Youth Advisory Council Demographic Survey

Foundation Information

In this section, please provide background information on the foundation.

1: What is the name of the foundation?

Please write your answer here:

* 2: In what county is the foundation's main Michigan office located?

Please choose *only one* of the following:

- Alcona
- Alger
- Allegan
- Alpena
- Antrim
- Arenac
- Baraga
- Barry
- Bay
- Benzie
- Berrien
- Branch
- Calhoun
- Cass
- Charlevoix
- Cheboygan
- Chippewa
- Clare
- Clinton
- Crawford
- Delta

- Dickinson
- Eaton
- Emmet
- Genesee
- Gladwin
- Gogebic
- Grand Traverse
- Gratiot
- Hillsdale
- Houghton
- Huron
- Ingham
- Ionia
- Iosco
- Iron
- Isabella
- Jackson
- Kalamazoo
- Kalkaska
- Kent
- Keweenaw
- Lake
- Lapeer
- Leelanau
- Lenawee
- Livingston
- Luce
- Mackinac
- Macomb
- Manistee
- Marquette
- Mason
- Mecosta
- Menominee
- Midland
- Missaukee
- Monroe
- Montcalm
- Montmorency
- Muskegon
- Newaygo
- Oakland
- Oceana
- Ogemaw
- Ontonagon
- Osceola
- Oscoda
- Otsego
- Ottawa
- Presque Isle
- Roscommon
- Saginaw
- Sanilac
- Schoolcraft
- Shiawassee
- St. Clair
- St. Joseph
- Tuscola

- Van Buren
- Washtenaw
- Wayne
- Wexford

YAC Members Demographic Section

In this section, please provide demographic information about the members of the foundation's youth council. For each question, please provide four answers: one for the number of female youth council members under the age of 15, another for female members 15 and over, another for male members under 15, and a final number for male members age 15 and over.

3: How many total members does the youth council have?

4: How many youth council members are Hispanic/Latino/Latina?

5: How many youth council members are Arab/Arab American?

6: How many youth council members are Black/African American?

7: How many youth council members are Asian/Asian American?

8: How many youth council members are Native Hawaiian/Pacific Islander?

9: How many youth council members are Native American/Alaska Native?

10: How many youth council members are White (non-Hispanic)?

11: How many youth council members are two or more races?

12: How many youth council members do not speak English as their first language?

13: How many youth council members have a disability?

14: How many youth council members have served on the youth council less than one year?

15: How many youth council members have served on the youth council one to two years?

16: How many youth council members have served on the youth council three or more years?

Youth Council Advisor 1

In this section, please provide demographic data about the youth council's advisor. If there are multiple advisors, please provide data about one them here; you will have the opportunity to enter data about the other advisor(s) later.

17: Advisor's Sex:

Please choose *only one* of the following:

- Female
- Male

18: Advisor's Ethnicity:

Please choose *only one* of the following:

- Hispanic/Latino/Latina
- Not Hispanic/Latino/Latina

19: Advisor's Arab Heritage:

Please choose *only one* of the following:

- Arab/Arab American
- Not Arab/Arab American

20: Advisor's Race:

Please choose *all* that apply:

- Black/African American
- Asian/Asian American
- Native Hawaiian/Pacific Insander
- Native American/Alaska Native
- White (non-Hispanic)

Other:

21: Does the advisor speak English as her/his first language?

Please choose *only one* of the following:

- Yes
 - No
-

22: Does the advisor have a disability?

Please choose *only one* of the following:

- Yes
 - No
-

23: Does your foundation have a second youth council advisor?

Please choose *only one* of the following:

- Yes
 - No
-

Youth Council Advisor 2

In this section, please provide demographic data about the youth council's second advisor. If there are multiple advisors, please provide data about the second one here; you will have the opportunity to enter data about the other advisor(s) later.

[Only answer this question if you answered 'Yes' to question '23']

24: Advisor's Sex:

Please choose *only one* of the following:

- Female
- Male

[Only answer this question if you answered 'Yes' to question '23 ']

25: Advisor's Ethnicity:

Please choose *only one* of the following:

- Hispanic/Latino/Latina
- Not Hispanic/Latino/Latina

[Only answer this question if you answered 'Yes' to question '23 ']

26: Advisor's Arab Heritage:

Please choose *only one* of the following:

- Arab/Arab American
- Not Arab/Arab American

[Only answer this question if you answered 'Yes' to question '23 ']

27: Advisor's Race:

Please choose *all* that apply:

- Black/African American
- Asian/Asian American
- Native Hawaiian/Pacific Insander
- Native American/Alaska Native
- White (non-Hispanic)

Other:

[Only answer this question if you answered 'Yes' to question '23 ']

28: Does the advisor speak English as her/his first language?

Please choose *only one* of the following:

- Yes
- No

[Only answer this question if you answered 'Yes' to question '23 ']

29: Does the advisor have a disability?

Please choose *only one* of the following:

- Yes

- No

[Only answer this question if you answered 'Yes' to question '23 ']

30: Does your foundation have a third youth council advisor?

Please choose *only one* of the following:

- Yes
 No

Youth Council Advisor 3

In this section, please provide demographic data about the youth council's third advisor.

[Only answer this question if you answered 'Yes' to question '30 ']

31: Advisor's Sex:

Please choose *only one* of the following:

- Female
 Male

[Only answer this question if you answered 'Yes' to question '30 ']

32: Advisor's Ethnicity:

Please choose *only one* of the following:

- Hispanic/Latino/Latina
 Not Hispanic/Latino/Latina

[Only answer this question if you answered 'Yes' to question '30 ']

33: Advisor's Arab Heritage:

Please choose *only one* of the following:

- Arab/Arab American
 Not Arab/Arab American

[Only answer this question if you answered 'Yes' to question '30 ']

34: Advisor's Race:

Please choose *all* that apply:

- Black/African American
 Asian/Asian American

- Native Hawaiian/Pacific Insander
- Native American/Alaska Native
- White (non-Hispanic)

Other:

[Only answer this question if you answered 'Yes' to question '30']

35: Does the advisor speak English as her/his first language?

Please choose *only one* of the following:

- Yes
- No

[Only answer this question if you answered 'Yes' to question '30']

36: Does the advisor have a disability?

Please choose *only one* of the following:

- Yes
- No

Youth Council Policy

37: Does the foundation have specific goals, policies, or guidelines regarding youth council member diversity?

Please choose *only one* of the following:

- Yes
- No

Submit Your Survey.

Thank you for completing this survey..

Endnotes

* For the purposes of this report, *Upper Peninsula* refers to the entire Upper Peninsula of Michigan; *Northern Lower Michigan* refers to Alcona, Alpena, Antrim, Benzie, Charlevoix, Cheboygan, Clare, Crawford, Emmet, Gladwin, Grand Traverse, Iosco, Kalkaska, Lake, Leelanau, Manistee, Mason, Missaukee, Montmorency, Ogemaw, Osceola, Oscoda, Otsego, Presque Isle, Roscommon, and Wexford Counties; *Bay and Thumb Area* refers to Arenac, Bay, Huron, Lapeer, Saginaw, St. Clair, Sanilac, and Tuscola Counties; *West Michigan* refers to Allegan, Barry, Ionia, Kent, Mecosta, Montcalm, Muskegon, Newaygo, Oceana, and Ottawa Counties; *Central Michigan* refers to Clinton, Gratiot, Isabella, Midland, and Shiawassee Counties; *Southeast Michigan* refers to Macomb, Monroe, Oakland, and Wayne Counties; *South Central Michigan* refers to Eaton, Genessee, Hillsdale, Ingham, Jackson, Lenawee, Livingston, and Washtenaw Counties; and *Southwest Michigan* refers to Berrien, Branch, Calhoun, Cass, Kalamazoo, St. Joseph, and Van Buren Counties.

† Because of the small number of public foundations, the reader is cautioned not to treat data related to public foundations in this report as representative of all Michigan public foundations.