

Illinois Arts Alliance Foundation

Survey of Emerging Leaders in the Nonprofit Arts

November 2001

RESULTS

- ❖ This **anonymous** statewide study of nonprofit arts emerging leaders was conducted by the Illinois Arts Alliance Foundation with the assistance of the Cultural Policy Center at the University of Chicago.
- ❖ Funding for this survey was granted by the Chicago Community Trust.
- ❖ These results tabulate 81 returned surveys.

Please tell us about your professional development and career path.

Unless asked to write in a response, please circle the letter or number that best represents your answer.

1. When did you begin your *first* salaried job in the nonprofit arts?

Unknown:	5%
1970s:	4%
1980s:	15%
1990s:	56%
2000:	21%

2. What were you doing before you entered the nonprofit arts field?

student:	41%
for profit business:	28%
teacher/academic:	7%
for profit arts/entertainment:	7%
public services/government:	5%
other:	11%

3. What is your current work in the nonprofit arts field?

administrative staff:	49%
public/community relations:	17%
fundraising/development:	11%
artistic director:	8%
artist/performer:	3%
other:	13%

4. How long have you been in your current position?

Less than 1 year:	28%
1 to 2 years:	28%
3 to 5 years:	29%
6 to 8 years:	10%
9 to 12 years:	1%
more than 12 years:	5%

5. Is this your first position in the nonprofit arts?

Yes:	35%
No:	65%

If YES, please skip to question 8.

6. How many total years have you worked in the nonprofit arts field?

Less than 2 years:	4%
3 to 5 years:	27%
6 to 9 years:	24%
10 to 15 years:	35%
15 or more years:	10%

7. How many previous nonprofit arts jobs have you held (*fill in as many as apply*)?

One previous position:	16%
Two previous positions:	16%
Three previous positions:	14%
Four previous positions:	15%

8. Were you working at your current organization before you attained your current position?

Yes:	51%
No:	49%

If NO, where were you working previously?

for profit business:	37%
same-sized nonprofit arts org.:	11%
education:	8%
public services/gov't.:	8%

smaller nonprofit arts org.: 5%
 other: 32%

9. On a scale of 1 to 5, how important were these factors when you decided to take your current job?

(not important at all)	1	2	3	4	5	(very important)
artistic reputation of the organization:					4.2	
benefits:					3.4	
desire for a career in the arts:					4.2	
doing work that "gives back" to the community:					4.2	
mission of the organization:					4.3	
opportunity for professional growth:					4.2	
salary:					3.3	
staff and/or board members I knew at the organization:					2.9	
volunteer experience at the organization:					1.9	

10. What advice would you have us pass along to young people embarking on nonprofit arts careers?

Please tell us about your professional training and support network as an arts professional.

Unless asked to write in a response, please circle the letter or number that best represents your answer.

11. What types of skills are most important to you now for your ongoing professional development in the nonprofit arts field? (not important at all) 1 2 3 4 5 (very important)

advocacy for the organization's mission:	4.1
board relations:	3.8
community/public relations:	4.3
financial oversight and budgeting:	4.2
fundraising:	3.9
labor relations:	3.0
leadership skills:	4.7
marketing:	4.2
personnel management:	4.1
program implementation:	4.3
policy development:	3.6
promoting diversity:	3.9
strategic planning:	4.3
technological skills:	3.7

12. How important have each of these sources of training and support been to you in your ongoing development? (not important at all) 1 2 3 4 5 (very important)

college training:	4.0
executive coaching or management consultants:	2.6
graduate training:	2.9
information on the internet:	3.2
internships:	2.5
input from management / colleagues:	4.2
input from my director(s):	4.0
mentoring:	3.6
on-the-job training:	4.4
peer networking:	3.7
professional associations:	3.1
post-graduate coursework:	2.1
topical workshops and conferences	3.3
other:	

13. What types of professional development tools are you most interested in right now?

Mean: 3.3 (not important at all) 1 2 3 4 5 (very important)

career planning training:	2.8
e-mail listservs:	2.8
emerging leader peer group meetings:	3.4
financial management training:	3.2

local networking events:	3.6
mentorships with veteran professionals:	3.7
national networking events:	3.6

14. What kinds of training or expertise for careers in the nonprofit arts today would you especially like to see more widely available?

15. On a scale of 1 to 5, how effectively are you able to meet the demands of your position?

Mean: 4.2

(not at all effectively)	1	2	3	4	5	(very effectively)
	0%	0%	12%	55%	33%	

16. In your nonprofit arts career, have you been mentored or had a mentoring relationship (circle all that apply)?

a. formal mentor:	3%
b. informal mentor:	45%
c. mentor sought me out or was assigned to me:	0%
d. I found a mentor without institutional assistance:	3%
e. never had a mentor:	38%
a, b & c	1%
a, b, c & d	1%
b & c	1%
b & d	8%
b & e	1%

16A. If you have had a mentoring relationship, what was its effect on you? On the mentor?

17. Have you been formally evaluated by (circle all that apply):

a. your director	38%
b. an outside evaluator or consultant	0%
c. your staff	0%
d. I have not been formally evaluated	46%
a & b	8%
a & c	9%

18. If you have not been formally evaluated, do you think that a formal evaluation would help improve your performance?

Yes: 71%

No: 29%

19. If you have been evaluated, how would you describe the effect of formal evaluation on your performance?

very useful:	32%
useful:	52%
not useful:	7%
detrimental:	2%
unsure:	7%

19A. How would you describe formal evaluation's effect on your organizational culture?

very useful:	29%
useful:	54%
not useful:	7%
detrimental:	2%
unsure:	7%

20. In your career, have you ever been discriminated against by your staff, Board, or constituency on the basis of your:

Age (yes):	38%
Gender (yes):	19%
Educational background (yes):	16%
Career background (yes):	15%
Race/ethnicity (yes):	8%
Class background (yes):	6%
Sexual orientation (yes):	1%

20A. If you answered YES to any of the above, please explain.

21. On a scale of 1 to 5, how effectively do you and your director(s) collaborate in the following areas?

Mean: 3.1	(not at all effectively)	1	2	3	4	5 (very effectively)
	advocacy for the organization's mission:				3.7	
	board relations:				3.1	
	community/public relations:				3.5	
	financial oversight and budgeting:				3.4	
	fundraising:				3.0	
	labor relations:				2.2	
	marketing:				3.1	
	personnel management:				2.9	
	policy development:				3.0	
	program implementation:				3.7	
	promoting diversity:				3.0	
	strategic planning:				3.2	
	technological development:				2.6	

22. Overall, what change(s) in your relationship with your senior staff do you think would best improve your effectiveness or the success of your organization, and why.

Please tell us about your job satisfaction.

Unless asked to write in a response, please circle the letter or number that best represents your answer.

23. On a scale of 1 to 5, how satisfied are you overall with your current job?

Mean: 4.0	(don't enjoy at all)	1	2	3	4	5 (enjoy very much)
		0%	5%	18%	50%	28%

24. On a scale of 1 to 5, how satisfied are you with your total compensation package?

Mean: 3.1	(not at all satisfied)	1	2	3	4	5 (very satisfied)
		10%	21%	28%	32%	9%

25. On a scale of 1 to 5, how important have these factors been to your current job satisfaction?

Mean: 4.1						
	artistic reputation of the organization:				4.4	
	benefits:				3.4	
	engagement with the arts:				4.3	
	engagement with the community:				4.3	
	mission of the organization:				4.3	
	opportunities for professional growth:				3.9	
	relationships with staff:				4.3	
	salary:				3.6	

26. On a scale of 1 to 5, how much has your current job met your expectations of what it would demand?

Mean: 3.9	(not much at all)	1	2	3	4	5 (very much)
		3%	5%	22%	46%	25%

Please briefly explain:

27-28. What are two things you like most about your current job? Two most frustrating things?

29. To what degree are these factors adversely affecting you in your current position?

Mean: 3.0	(not at all)	1	2	3	4	5 (very much)
	anxiety about organization's finances:				3.5	
	conflicts among staff:				2.8	
	dealing with funding and/or program requirements:				2.9	
	difficulty increasing audiences:				3.2	
	feeling "lonely at the top"/ isolation:				2.3	
	fundraising:				3.0	

high stress and long hours:	3.6
low compensation:	3.3
managing personnel problems:	2.6

30. Please tell us in your own words what you need as an arts professional that you can't seem to get. What one or two things would make your work more satisfying?

Please tell us about your future career plans.

Unless asked to write in a response, please circle the letter or number that best represents your answer.

31. How much longer do you imagine that you'll stay in your current position?

less than 1 year:	16%
1 to 2 years:	32%
3 to 5 years:	43%
5 to 10 years:	9%
more than 10 years:	0%

32. Are there opportunities for you to be promoted in your current organization?

No, I do not see opportunities for advancement now or in the future for me in my current organization:	44%
Yes, a few opportunities but not very likely ones:	38%
Yes, several eventual opportunities for advancement:	16%
Yes, several current opportunities for advancement:	1%

33. On a scale of 1 to 5, how likely is it that your next job will be in the following areas:

Mean: 2.8	(not likely at all)	1	2	3	4	5	(very likely)
consulting or freelancing:					2.8		
for-profit arts/entertainment:					2.7		
for-profit sector (other):					2.4		
government or public sector:					2.2		
nonprofit arts:					4.0		
nonprofit sector (other than arts):					2.8		

34. If the nonprofit arts field is at all likely for you, what is most likely to be your next job?

executive director:	22%
marketing director:	20%
program director:	16%
artistic director:	7%
consultant:	5%
director of finance/administration:	5%
development director:	4%
other:	20%

35. Again, if the nonprofit arts field is at all likely for you, where are you most likely to work next?

a bigger organization:	47%
a similar-sized organization:	38%
the same organization:	11%
a smaller organization:	4%

36. Does your organization have a plan for the succession of its leadership?

no plan:	47%
I don't know:	28%
yes, an informal plan:	20%
yes, a formal plan:	5%

36A. If YES, please outline the plan as you understand it.

Please tell us about your nonprofit organization.

Unless asked to write in a response, please circle the letter or number that best represents your answer.

37. Where is your organization located?

Loop area:	45%
Near North side:	24%
South side:	9%
Far North side:	6%
West side:	5%
Western suburbs:	4%
North suburbs:	3%
Outside Chicago metro-area:	3%
Southern suburbs:	1%

38. What is the primary discipline of your organization?

theatre:	25%
music:	13%
multi-disciplinary:	13%
arts education:	10%
visual arts:	9%
dance:	5%
arts service organizations:	5%
presenting organizations:	4%
literature:	0%
other:	18%

39. When was your organization founded?

pre-1900:	11%
1900-40:	10%
1941-60:	9%
1961-80:	29%
1981-1990:	23%
1991-2001:	18%

40. How many paid full-time staff does your organization employ?

1 – 2:	16%
3 – 6:	26%
7 – 12:	14%
13 – 20:	12%
20 – 40:	7%
more than 40:	25%

41. What is the annual operating budget of your organization?

less than \$100,000:	4%
\$100,000-\$499,999:	20%
\$500,000-\$999,999:	22%
\$1,000,000-\$4,999,999:	29%
\$5,000,000-\$9,999,999:	9%
\$10,000,000 and above:	16%

42. Is there anyone on your paid staff whose primary responsibility is human resources management?

Yes:	28%
No:	73%

43. Is there anyone on your paid staff whose primary responsibility is fundraising?

Yes:	74%
No:	26%

Please tell us about yourself.

We would like to collect demographic data for analytical purposes. Please be assured of the anonymity of your responses.

44. What is your age?

under 30:	23%
30-39:	46%
40-49:	19%
50-59:	10%
60-69:	3%
70 or over:	0%

45. What is your gender?

Female:	79%
Male:	21%

46. What is your race/ethnicity?

White/Anglo:	75%
African American:	8%
Asian/Pacific Islander:	8%
Latino/a:	5%
Middle Eastern:	3%
Native American:	0%
other:	3%

47. What is the highest level of formal education that you have completed?

high school:	4%
undergraduate degree:	49%
master's degree:	44%
doctorate:	3%

48. Please list all college degrees earned with discipline (e.g. BA in Sociology):

49. What is your current annual salary (excluding benefits and other non-monetary compensation)?

Less than \$25,000:	13%
\$25,000-39,999:	33%
\$40,000-59,999:	41%
\$60,000-74,999:	10%
\$75,000-99,999:	3%
\$100,000-124,999:	1%
\$125,000-149,999:	0%
\$150,000 or more:	0%

50. What is the current approximate value of your non-salary compensation, including such items as bonuses, tuition, retirement contributions made by your organization, living and transportation costs, special insurance benefits, etc.?

less than \$5,000:	67%
\$5,000-9,999:	0%
\$10,000-19,999:	15%
\$20,000-29,999:	1%
\$30,000-39,999:	6%
\$40,000 or more:	3%
Not sure:	8%

51. Is your salary your sole household income?

Yes:	48%
No:	53%

52. Do you have any final thoughts on leadership in the arts, whether regarding your own experiences or your impressions of the field as a whole?

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The Non-Profit Arts Leadership surveys were conducted by Christopher Perrius, Cultural Policy Center at the University of Chicago, and Siu-Yuin Pang, Harris School of Public Policy Studies.

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