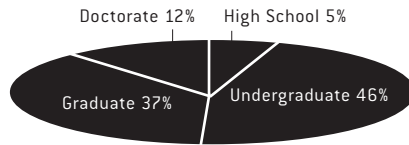


II. TRAINING AND EXPERIENCE

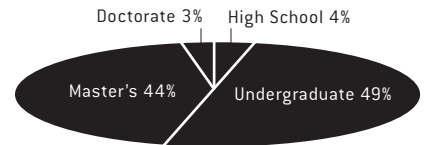
Key findings:

- About 50% of both ED and EL respondents had an educational background in the arts and humanities.
- ED and EL respondents were highly educated, with 47% of ELs and 49% of EDs holding a graduate degree. The arts administration degree was uncommon among both groups of respondents.
- ED respondents largely lacked management training.
- Respondents from both groups brought a variety of work experience to the nonprofit arts.

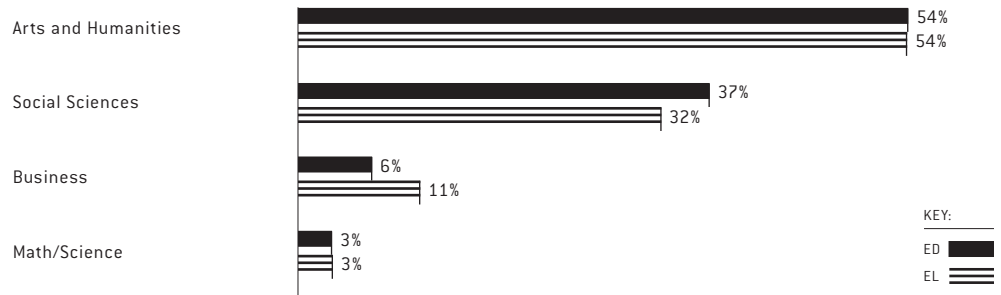
EXECUTIVE DIRECTORS: HIGHEST LEVEL OF EDUCATION



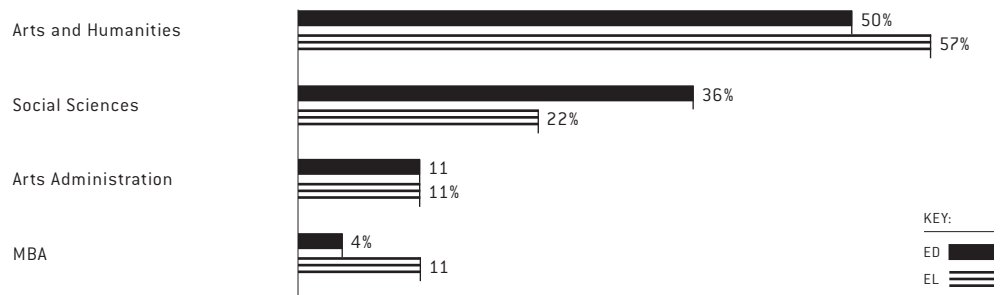
EMERGING LEADERS: HIGHEST LEVEL OF EDUCATION



UNDERGRADUATE DEGREE TYPE



GRADUATE DEGREE TYPE



Education: Both EDs and ELs are highly educated, with about 50% holding advanced degrees. About 50% of both samples majored in the arts and humanities, whereas in the general population, only about 18% of college graduates major in the arts and humanities (actually up from 16% in 1975).⁵ Undergraduate business degrees and MBAs are somewhat more common among ELs, but the arts administration degree is held by fewer people than expected.

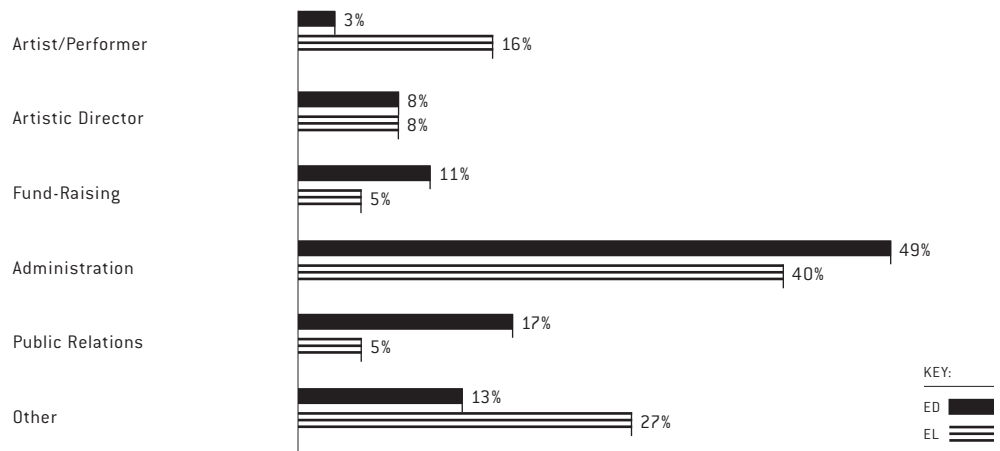
To the question, “Overall, what do you think is the single most helpful type of training or expertise for executive directors in the nonprofit arts today, and why?” EDs replied most often with “experience/on-the-job training,” followed by “mentoring.” Only two EDs mentioned the arts administration degree.



ED: “I probably would have inspired greater confidence with my finance committee in the early years if I had come with business/accounting training.”

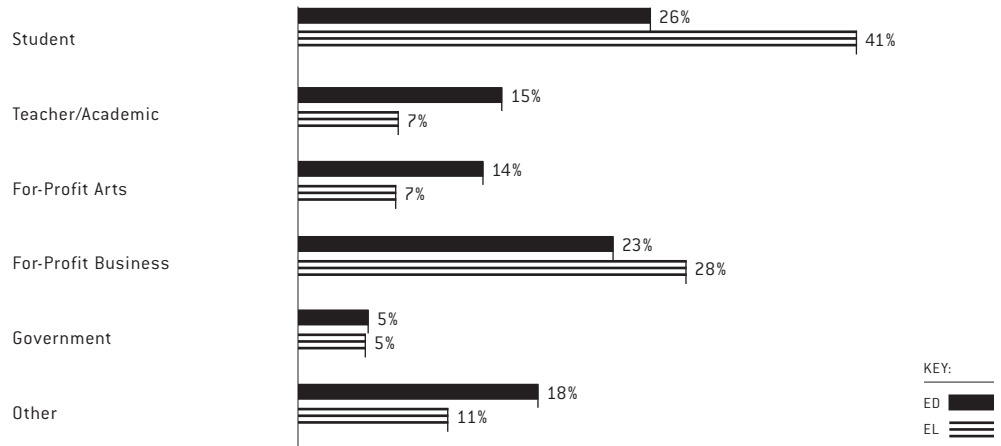
Formal training with degree certification was not rated highly in the survey. In write-in responses, EDs did not value MBAs for their own position, and infrequently cited the arts administration degree as preparation for ELs (and sometimes dismissed formal training outright). However, those ELs who held the arts administration degree rated it highly as a preparation for their position. The value and status of the arts administration degree needs further examination. Where did arts administration graduates in Chicago in the 1990s find employment?

FIRST JOB IN THE NONPROFIT ARTS



Experience: About one-fourth of ED and EL respondents came to the nonprofit arts from a for-profit background. The most common entry position was in administration for both groups (see chart above). Forty-two percent of EDs were promoted to the position from within the organization, and the other 58% were hired from without. Those promoted from within held a variety of previous positions (board member, managing director, associate director, program director, etc). Those recruited from without most often came from a larger nonprofit (26%), a for-profit company (19%), a similarly sized nonprofit (17%), or an educational organization (17%).

JOB BEFORE ENTERING NONPROFIT ARTS



People come to the nonprofit arts from a variety of backgrounds. EL respondents were most often students before entering the nonprofit arts (41%), and 28% worked in for-profit business, as opposed to 7% in the for-profit arts. About 50% of EDs held a previous management position outside of the nonprofit arts. These EDs worked in a variety of organizations and positions, including but not limited to the following:

- *banking credit officer*
- *business development manager*
- *corporate communications*
- *direct sales*
- *for-profit dinner theater*
- *governmental affairs department of a multinational business*
- *independent bookstore*
- *nonprofit social action group*
- *radio station*
- *city government*
- *volunteer leadership positions in Junior League*



EL: "Having an MBA and experience in the for-profit business really helps my credibility with staff, board, etc."