

EXECUTIVE SUMMARY

These findings are based on 1,117 survey responses that were collected from local arts agency employees and staff during September and October of 2018.

A. Demographic Characteristics of the Local Arts Agency Field

In general, local arts agency (LAA) employees are educated white women, often with a degree in an arts-related field. *(See the detailed data tables on Pages 1-3 for a thorough statistical analysis of the demographic findings.)*

- Numerically, white women dominate the LAA field.
 - 82 percent of the responding LAA employees categorize their race/ethnicity as White or Caucasian or European American only, while 18 percent identify as a person of color. These findings are similar to the findings from the 2013 report.
 - 78 percent identify their gender identify as female (cisgender). This finding represents a 6 percent increase from the 2013 finding of 72 percent.

- The LAA field is well educated.
 - 91 percent of LAA employees have at least a four-year college degree.
 - 45 percent have at least one graduate degree.
 - 8 percent of those who have a college degree report have an arts management degree, and 48 percent have a different arts-related degree.
 - 44 percent have a non-arts degree

- The ages of LAA employees and staff are evenly distributed between 25 and 64 years of age.
 - 20 percent are 25-34, 25 percent are 35-44, 22 percent are 45 to 54, and 20 percent are 55 to 64.
 - 9 percent are 65 years of age or older.
 - 3 percent are younger than 25 years of age.

B. Pay Adjustments, Employment Benefits, and Job Satisfaction

Many local arts agency employees and staff received a pay increase during the 12-month period from fall 2017 to fall 2018. Additionally, the majority of LAA employees receive access to non-cash employment benefits through their LAA such as medical insurance, retirement savings plans, paid time off, flexible scheduling, and professional development. *(See the detailed data tables on Pages 5-8 for a thorough statistical analysis of the findings about pay adjustments, non-cash employment benefits, and job satisfaction.)*

- 66 percent of full-time, paid LAA employees received a performance review and evaluation within the previous 12 months.
 - Full-time, paid employees of LAAs with operating budgets of \$1 million or more are more likely to have received a performance review (71 percent) than employees of LAAs with operating budgets of \$250,000 to \$999,999 (61 percent) or employees of LAAs with operating budgets of less than \$250,000 (53 percent).

- 62 percent of LAA employees reported that they received a pay increase during the previous 12 months.
 - Popular reasons provided for receiving a pay increase included good job performance (27 percent), cost of living adjustment (16 percent), and promotion/new responsibilities (11 percent).
 - The average pay increase was 5.6 percent. Not surprisingly, the largest increases were awarded for promotions with new responsibilities.

- 65 percent of LAA employees and staff report that they are satisfied with their total cash compensation (including 23 percent who are “very satisfied”).
 - 23 percent are dissatisfied with his/her total cash compensation from their LAA.

- Employees at LAAs with larger operating budgets are much more likely to receive access to non-cash employment benefits than are employees at LAAs with smaller operating budgets.
 - For example, while 92 percent of full-time, paid employees at LAAs with operating budgets of \$1 million or more report that they receive access to medical insurance, only 55 percent of employees at LAAs with operating budgets of less than \$250,000 report the same.
 - While 7 percent of full-time, paid employees at LAAs with operating budgets of less than \$250,000 report that they receive access to zero non-cash employment benefits, the same is true of only 0.4 percent of employees at LAAs with operating budgets of \$1 million or more.

- 67 percent of LAA employees and staff report that they are satisfied with the non-cash employment benefits that are provided by their LAA (including 40 percent who are “very satisfied”). 19 percent are dissatisfied with his/her non-cash employment benefits.

- 38 percent of LAA employees agree with the statement “*I have a clear path for job advancement.*” 30 percent of LAA employees disagree with this statement (including 14 percent who “strongly disagree”).

- 72 percent of LAA employees agree with the statement “*My job requirements are well defined.*” However, nearly one in five disagrees with this statement (17 percent, including 5 percent who “strongly disagree”).
- 55 percent of LAA employees and staff anticipate that they will still be working in the arts industry five years from now. 26 percent responded, “*I don’t know, but I hope so.*” 16 percent of LAA employees do not anticipate that he/she will still be working in the arts industry in five years.

C. Detailed Salary and Demographic Findings—Individual LAA Job Positions

Generally, while employees at public/government LAAs tend to have the highest *average* salaries (particularly at the most senior positions), employees at private/nonprofit LAAs tend to have the highest *individual* salaries. (See the detailed data tables on Pages 9-165 for a thorough statistical analysis of the salaries and demographics of each individual job position and/or primary area of responsibility in the local arts agency field.)

Salary is commensurate with the responsibilities of each position. Not surprisingly, the chief staff executive is typically the most highly compensated member of a local arts agency staff. This position (e.g., executive director, president, commissioner) reports to a board of directors or a governing committee and is responsible for the overall funding, strategic planning, and management of the organization. However, there are also a few examples of LAAs that are overseen by non-paid, volunteer executives but operated by paid administrative staff.

Salaries vary widely depending upon a variety of factors such as the size of the LAA’s operating budget and the size of the community it serves. For example, looking at the table on the next page, the average salary for responding assistant directors is higher than the average salary for responding executive directors. To put this finding into context, however, it is important to remember that while LAAs of all shapes and sizes have a chief staff executive (i.e., executive director or CEO), only larger LAAs tend to have a formal assistant director or deputy director.

It is also important to acknowledge that LAA employees and staff often hold positions with responsibilities that extend into multiple aspects of the organization’s operations (i.e., “wear multiple hats”). Survey respondents were asked, “In addition to your primary role or area of expertise, do your roles and responsibilities officially or formally include any other areas of the organization?” This question was only asked to non-executive director and non-assistant director respondents only (Question 10b in the survey instrument can be found on Page 170 of this report).

- Only 12 percent of the responding LAA employees reported that their primary area of responsibility is their only area of responsibility.

- 88 percent of LAA employees report that their work responsibilities formally include multiple areas of the organization. For example, a marketing employee’s responsibilities may also formally or officially include fundraising, programming, evaluation, communications, and event planning.
 - In fact, 38 percent of LAA employees report that their work responsibilities formally or officially include *five or more* areas of the organization.

Average Salaries of Local Arts Agency Employees (September/October 2018)

Job Position/ Primary Area of Responsibility	FULL-TIME				PART-TIME	
	All LAAs	Public LAAs	Private LAAs	Sample Size	All LAAs	Sample Size
Executive Director	\$81,476	\$110,946	\$73,114	276	\$26,889	36
Assistant Director	\$84,241	\$98,565	\$75,815	54	\$87,000	1
<i>The averages below include all positions in each primary area of responsibility (i.e., these averages include executive, management, program, and administrative positions). Unique averages for each specific employment level are available in the detailed data tables on Pages 9-165 of this report.</i>						
Artistic/Choreography/Curator	\$64,692	\$50,306	\$70,857	10	\$20,500	2
Arts Education	\$52,421	\$57,677	\$49,369	49	\$22,047	20
Communications/Public Relations	\$51,392	\$69,655	\$46,627	29	\$21,831	7
Community Engagement/Audience Dev.	\$47,660	\$60,643	\$41,979	23	\$13,610	9
Development/Fundraising/UAF	\$60,137	\$87,545	\$58,224	46	\$26,733	5
Event Planning/Meetings and Events	\$53,607	\$71,286	\$43,295	19	\$16,466	4
Facilities/Facility Management	\$53,879	\$72,688	\$35,071	16	\$14,440	1
Finance/Accounting	\$69,709	\$98,878	\$63,227	22	\$22,330	12
Gallery/Museum/Collections/Visual Art	\$48,808	\$54,226	\$44,868	19	\$27,407	3
Government Affairs/Advocacy	\$84,470	**	\$84,470	3	\$49,400	1
Grantmaking/Community Investment	\$60,396	\$64,378	\$56,526	71	\$41,242	3
Marketing/Sales	\$57,307	\$76,850	\$47,535	30	\$22,365	8
Membership	\$40,125	\$48,000	\$37,500	4	\$25,848	1
Operations/Administration/HR	\$50,674	\$61,239	\$46,403	66	\$24,234	13
Programs/Services/Cultural Activities	\$56,360	\$64,220	\$50,585	85	\$27,794	16
Public Art	\$67,380	\$70,604	\$58,146	85	\$21,554	10
Research/Evaluation/Policy	\$79,690	\$79,691	**	8	\$14,500	2
Technology/Information Systems	\$42,637	**	\$42,637	7	\$11,000	1