

WAGES, BENEFITS, AND THE ARTS

*An Analysis of Data from the Metro Areas of
Pittsburgh, Cleveland, Columbus, and Indianapolis*



A RESEARCH REPORT PREPARED BY
GREATER PITTSBURGH ARTS COUNCIL



Prepared in Collaboration with
The Bayer Center for Nonprofit Management at Robert Morris University
Arts Cleveland
The Greater Columbus Arts Council
The Arts Council of Indianapolis

2019

TABLE OF CONTENTS

4	CONTRIBUTORS
4	ACKNOWLEDGEMENTS
5	INTRODUCTION
6	EXECUTIVE SUMMARY
6	Project Purposes
6	Research Methods
7	Key Findings and Analysis
8	OVERVIEW OF SURVEY PARTICIPANTS
11	SALARIES
11	Executive Leadership
14	Program Leadership
15	Fund Development
16	Communications
17	Management
18	Future Salaries: Plans and Methods
19	BENEFITS
19	Medical Insurance
20	Other Insurance
21	Retirement Benefits
21	Paid Time-Off
22	HUMAN RESOURCES PRACTICES AND PLANNING
22	Hiring Full-Time/Part-Time
23	Attraction/Retention of Talent
24	CONCLUSION
25	APPENDIX
25	Job Descriptions
26	ABOUT THE GREATER PITTSBURGH ARTS COUNCIL

CONTRIBUTORS

from the Greater Pittsburgh Arts Council

Mitch Swain, CEO

David B. Pankratz, Research & Policy Director

Adelina Chavez, Research Intern

Kristen Wishon, Director of Communications

Maggie Negrete, Graphic Designer

ACKNOWLEDGMENTS

The Bayer Center for Nonprofit Management at Robert Morris University:

Peggy Outon, Executive Director; Carrie Tancaitor, Associate Director

Nonprofit Compensation Associates: Rita Haronian, Co-Publisher

Arts Cleveland: Megan L. Van Voorhis, President and CEO

Greater Columbus Arts Council:

Kayla Green, Director of Finance & Administration; Tom Katzenmeyer, President and CEO

Arts Council of Indianapolis: Julie Goodman, President and CEO; Shannon M. Linker, Vice-President

SPECIAL THANKS

The creation of this report would not have been possible without the Bayer Center for Nonprofit Management at Robert Morris University. GPAC's report includes selected data points from the 2019 Wage and Benefit Survey for Southwestern Pennsylvania Nonprofit Organizations prepared by the Bayer Center. These data points are a small portion of the extensive information available on Southwestern Pennsylvania wages and benefits among nonprofits to be found in the full Bayer Center report. The 2019 report is available for purchase and use by arts and culture organizations and nonprofits. You can order it at www.bayercenter.rmu.edu under the section titled "Programs & Services." Once payment is received, the survey will be sent to you digitally and can be used by anyone within your organization.

INTRODUCTION

As an active member of Pittsburgh's arts and culture community and the CEO of the Greater Pittsburgh Arts Council, I'm often asked for advice on hiring benchmarks by colleagues and board members in our field. Many are looking for competitive rates for hiring key organization and program leadership, like executive directors, directors of development, or program managers. How can our sector remain competitive with salaries and benefits?

These issues are becoming more complicated as arts and culture nonprofits increasingly compete with the broader business and nonprofit sector for human resources. The competition doesn't end upon hiring. Once arts organizations attract and hire an individual, what salaries, benefits, and approaches are needed to retain that individual in today's competitive market?

Our latest report, *Wages, Benefits, and the Arts*, hopes to address questions for the Greater Pittsburgh arts and culture community. For this project, GPAC drew on the experience of Pittsburgh's Bayer Center for Nonprofit Management, which has conducted its *Wage and Benefit Survey of Southwest Pennsylvania Nonprofit Organizations* report biennially since 2002. GPAC is a regular participant in this survey, and has strongly encouraged our members to do the same. Our encouragement was particularly strong in 2018-19, yielding 33 responses to a detailed survey from the arts and culture sector, the second highest total among nonprofit sub-sectors contributing to the 188 completed surveys.

Working closely with the Bayer Center on data collection has allowed us to explore how wage, benefits, and human resources in the Greater Pittsburgh arts community compare with those in the region's full nonprofit sector, thus answering questions area arts leaders have been asking. We realize that these issues aren't a local issue. That's why GPAC adapted the Bayer Center's survey and reached out to benchmark cities to gather comparative data from their regions. Thank you to Arts Cleveland, the Greater Columbus Arts Council, and the Arts Council of Indianapolis for their cooperation on this report.

We hope that you find value in *Wages, Benefits, and the Arts*. The report is part of a larger effort by GPAC to explore how effective human resources policies and practices are essential to the success of arts organizations. GPAC continues to investigate core issues in the arts and culture community, such as racial and gender equity in hiring and pay, sexual harassment, intergenerational conflict in the workplace, and succession planning. We invite you to participate in these conversations, as well as in our ongoing efforts to advance the careers and lives of artists.

—MITCH SWAIN, CEO
Greater Pittsburgh Arts Council



EXECUTIVE SUMMARY

PROJECT PURPOSES

Wages, Benefits, and the Arts provides a glimpse into employment practices of the arts and culture nonprofit in the Greater Pittsburgh region. The report presents data on salaries for 12 primary jobs in 33 organizations in the area's arts sector. The report also includes data on benefits offered by arts employers and their approaches to salary and benefits increases, performance review, and talent recruitment and retention.

This report mirrors a core goal of the Greater Pittsburgh Arts Council's research—to compare the health and impacts of Greater Pittsburgh's arts community with other cohorts. By collaborating with the Bayer Center for Nonprofit Management on its 2019 *Wage and Benefit Survey of SW Pennsylvania Nonprofit Organizations*, GPAC was able to compare current compensation and benefits in the area's nonprofit arts community to analyses of the full nonprofit sector. Further, we were able to compare these findings with those from benchmark regions, thanks to collaboration with local arts agencies in Cleveland and Columbus, OH, and Indianapolis, IN. These arts communities were chosen due to their similarities with Pittsburgh, and are routinely cited as benchmark cities in other comparative studies.

GPAC hopes this report will be part of a larger conversation about how human resources issues affect prospects for arts organizations' success. We expect issues will range from racial and gender equity in hiring and succession planning to workplace conflict and harassment and the impacts of new technologies on work.

These data can be useful to arts leaders seeking to benchmark their compensation practices with those of peer arts organizations, and to their boards in setting fair and competitive compensation levels. These data can also be useful to arts nonprofit job seekers who want to know about current levels of pay and benefits in the sector. This comparison is timely because arts employers increasingly cite competition with the full nonprofit sector for filling key positions.

RESEARCH METHODS

Wages, Benefits, and the Arts reports on the results of two surveys. One was designed by the Bayer Center, which included the addition of arts-specific questions by GPAC. The resulting instrument was used in surveying nonprofits in the Greater Pittsburgh region. The questionnaire contained a broad range of items calling for ratings, dollar figures, and percentages on questions about compensation practices, employment policies, insurance and retirement benefits, and compensation rates in more than 100 positions. The survey was administered in fall 2018 by the Bayer Center, supplemented by special email reminders by GPAC to area arts organizations.

The Bayer Center received 188 completed surveys from the area's nonprofit sector, which included data on a total of 13,000 employees. The most responsive subsectors were social support (37 surveys), arts and culture (33), education/child care (22), environment/animal welfare (13), and health (11). The 33 completed surveys from arts and culture organizations contained data on 1,618 employees in total.

The second survey was an adaptation by GPAC of the Bayer Center survey. The adapted survey focused more deeply on the arts and culture sector and was shortened by 43 items. It also included fewer employment positions for respondents to select. This version was used to survey arts providers in the project's benchmark regions, which received the following responses:

- Cleveland: 30 completed surveys yielding data on 92 employees
- Columbus: 15 surveys yielding data on 92 employees
- Indianapolis: 29 surveys yielding data on 105 employees

KEY FINDINGS

SALARIES

The average and median salaries of Executive Director/Chief Executive Officer (ED/CEO) positions vary between the Pittsburgh nonprofit and arts communities, and among the study's three arts cohorts. Variance appears to depend, in part, on the wide range of operating budgets among respondents, and the higher percentage of lower salaries and smaller organizations in some samples.

Analysis of gender among EDs/CEOs also reveals wide differences. In contrast to the Pittsburgh arts community, EDs/CEOs in the other arts cohorts and the Pittsburgh nonprofit sector are majority female. However, salary levels are higher for males than for females in all five cohorts. Examining EDs/CEOs by race reveals a different issue – it is less a matter of pay gap than the lack of representation in executive leadership.

Salaries among Associate Directors/Chief Operating Officers also vary widely by cohort. Differences in salaries among Chief Financial Officers are somewhat smaller.

Program Leadership positions—Artistic Director, Program Director, and Education Director—salaries are lower than Executive Leadership salaries across all cohorts. Among the four arts cohorts, Artistic Director salaries are lower than those for Program Director, especially so in Pittsburgh.

The Greater Pittsburgh arts cohort invests heavily in Development Director positions at rates higher than the other arts cohorts and among Pittsburgh nonprofits. Communications Director and Marketing Director salaries are similar in most cohorts, with one outlier. No significant variations by cohort were found in the salary levels for Office Manager and Gift Shop Manager positions.

The majority of organizations in all cohorts reported plans to raise salaries in the next fiscal year. Methods of determining increases range widely and include merit pay/performance review, across-the-board raises, cost of living, pay rates revealed in wage-benefit surveys, and internal equity considerations. Of note, given the disparities in ED/CEO salaries by gender, salary increases based on equity considerations are relatively rare.

BENEFITS

Most organizations in all cohorts reported offering medical insurance to full-time employees. In Pittsburgh arts and nonprofit sectors, the provision of medical insurance involves traditional, flex, or cash stipend methods. Waiting periods for medical coverage to take effect range between zero and up to three months, and vary somewhat by cohort. Within every cohort, large majorities expect to maintain their current level of medical coverage next year.

Many organizations in each cohort offer full-time employees other forms of insurance, including dental, vision, life, short-term disability, long-term disability, and long-term care. Employers in the Pittsburgh arts and nonprofit communities offer these benefits at higher rates than those in the other arts cohorts.

While percentages vary by locale, majorities in each offer medical insurance to full-time employees' domestic partners. Less than half of employers in all cohorts offer medical insurance to part-time employees. Coverage for part-time employees is often pro-rated, and dependent on work schedules and number of hours worked.

Majorities in all cohorts offer retirement benefits to part-time employees though to a much lesser extent. Larger majorities expect to keep the same level of retirement benefits next year.

Another employee benefit offered in varying degrees by each cohort is paid time-off in the form of vacation days, sick days, holidays, and personal days. Part-time employees are eligible for many of these paid time-off benefits as well. Full-time employees in these cohorts also receive paid time off in the following areas: jury service, bereavement, family illness, maternity/paternity leave, military service, and volunteering.

HUMAN RESOURCES PLANNING

Organizations in all cohorts are hiring new employees. There is only slightly greater recruitment, on average, of part-time employees. In addition, each locale uses a mix of the following strategies to develop and retain current employees: professional networking, annual performance reviews, flexible hours, promote from within, provide technology for remote work, coaching/mentorship, and professional development.

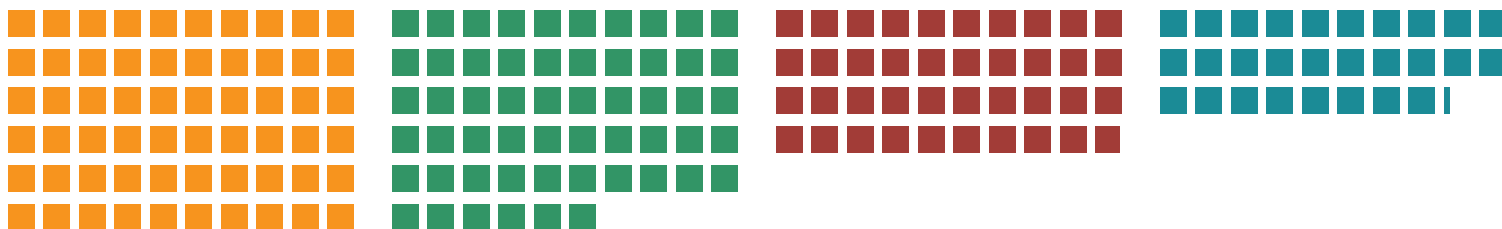
OVERVIEW OF ARTS

The Cleveland, Columbus, and Indianapolis arts communities are routinely cited as benchmark cities, along with Pittsburgh. Each area has similarities in Metropolitan Statistical Area (MSA) populations, as well as significant local funding structures. Also, the directors of the local arts agencies in these three communities expressed interest in participating in this research.

According to 2018 SMU DataArts data, there are similarities and differences between these arts communities in several areas – e.g., total numbers of arts and culture organizations, and the distribution of those organizations by discipline and budget size.

NUMBERS OF ARTS & CULTURE ORGANIZATIONS

□ = 10 organizations



604

560

399

282

NUMBERS AND PERCENTAGES OF ORGANIZATIONS BY DISCIPLINE

PERFORMING ARTS



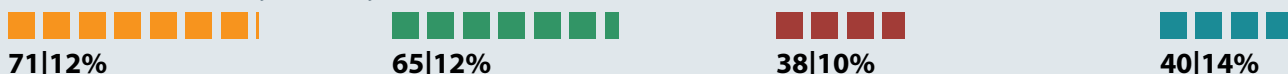
160|26%

102|18%

71|18%

51|18%

MUSEUMS—VISUAL ARTS, HISTORIC, SCIENTIFIC



71|12%

65|12%

38|10%

40|14%

LIBRARIES AND PARKS



65|11%

36|6%

24|6%

19|7%

EDUCATION



90|15%

167|30%

128|31%

91|32%

COMMUNITY ARTS



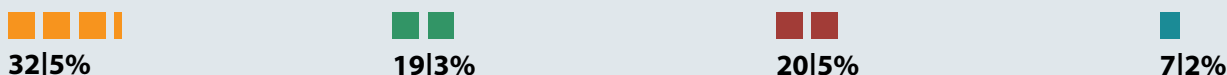
104|17%

117|21%

66|17%

53|19%

MEDIA ARTS



32|5%

19|3%

20|5%

7|2%

SUPPORT/ADVOCACY



82|14%

54|10%

52|13%

21|8%

Percentages of performing arts organizations are higher in Pittsburgh, while percentages of education organizations are notably higher in Cleveland, Columbus, and Indianapolis.



Pittsburgh Arts & Culture



Cleveland



Columbus

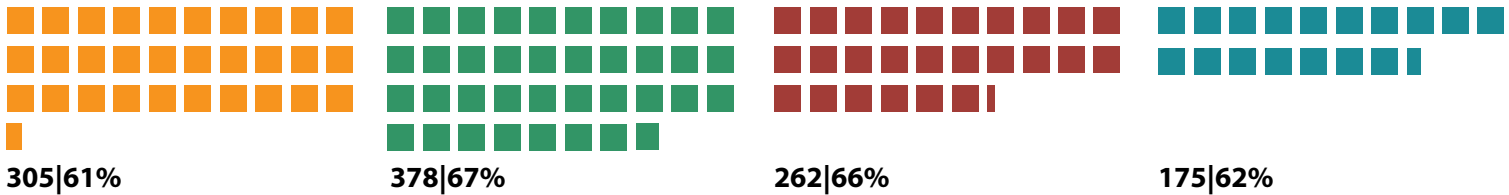


Indianapolis

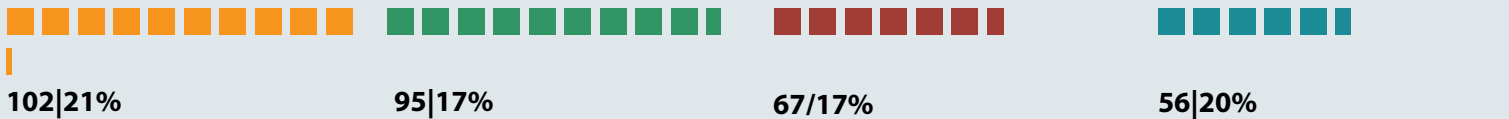
COMMUNITIES AND SURVEY PARTICIPANTS

NUMBERS AND PERCENTAGES OF ORGANIZATIONS BY BUDGET SIZE

SMALL BUDGET <\$250,000



MEDIUM BUDGET \$250,000-\$999,999



LARGE BUDGET \$1M-\$9,999,999



VERY LARGE BUDGET \$10M+

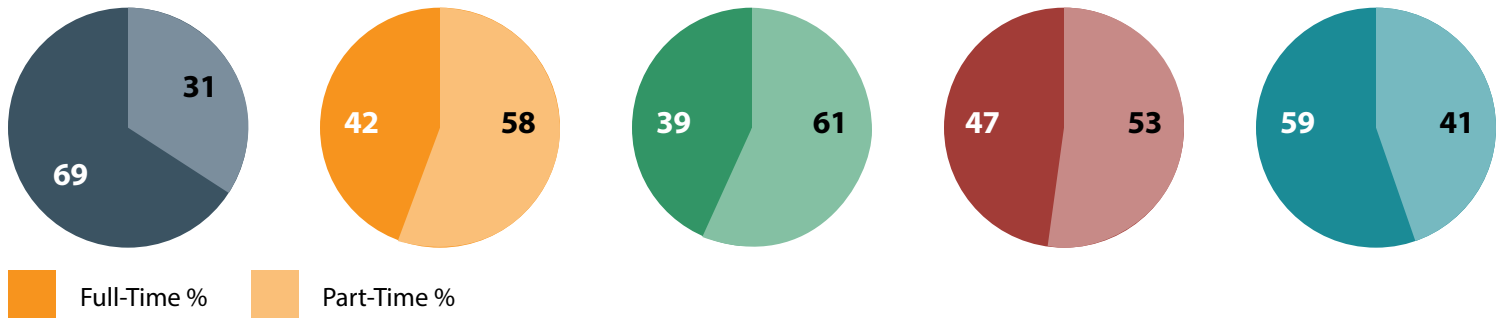


RANGE OF ANNUAL BUDGETS

	Low \$	Median \$	Average \$	High \$
Pittsburgh Nonprofits	128,271	2,814,769	5,501,268	35,064,449
Pittsburgh Arts & Culture	94,490	652,750	4,403,723	64,196,723
Cleveland	24,000	377,792	1,311,699	9,646,000
Columbus	10,700	3,539,000	6,538,481	21,872,900
Indianapolis	25,000	460,545	752,219	1,606,039

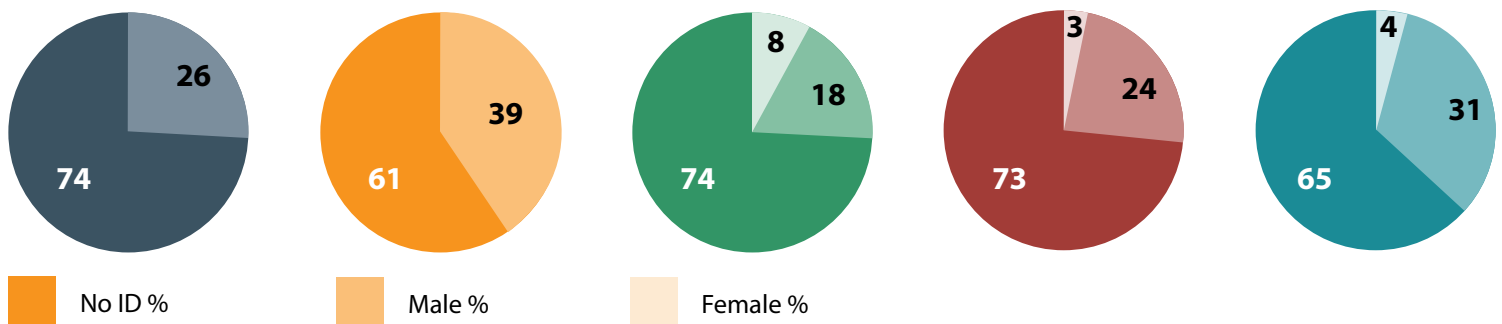
WORKFORCE CHARACTERISTICS: FULL-TIME AND PART-TIME EMPLOYEES

In contrast to Pittsburgh's nonprofit sector, the arts communities are much more reliant on part-time employees, except in the case of Indianapolis.



WORKFORCE CHARACTERISTICS: BY GENDER

The predominance of female versus male employees is very apparent in all cities.



WORKFORCE CHARACTERISTICS: BY RACIAL IDENTITY

The term ALAANA refers to Arab/Middle Eastern, Asian, Black/African-American, Hispanic/Latino(a)(x), Indigenous (e.g., Native American, Pacific Islander), and more than one race. The Pittsburgh nonprofit community employs ALAANA individuals at a higher rate than do any of the four arts cohorts, while ALAANA employment is higher in the Pittsburgh arts community than in those of Cleveland, Columbus, and Indianapolis. It's unclear if these differences reflect variations in hiring policies and procedures, the demographics of each area, or specific samples.

	Black/AA %	White %	Hispanic/Latino %	Other ALAANA %	More Than One Race %	No ID %
Pittsburgh Nonprofits	19	77	2	2	-	-
Pittsburgh Arts & Culture	13	83	2	2	-	-
Cleveland	3	77	-	6	-	14
Columbus	2	89	-	5	-	4
Indianapolis	9	78	-	5	4	4

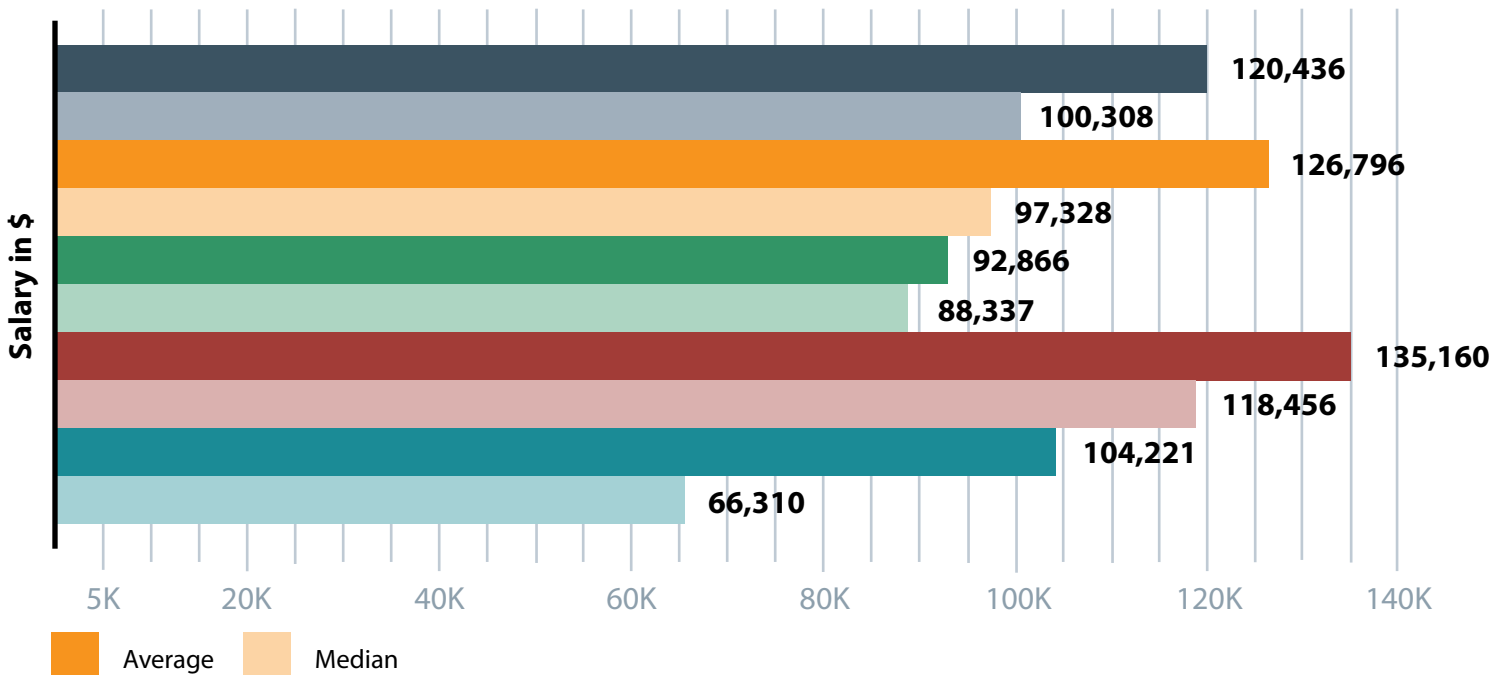
SALARIES

EXECUTIVE LEADERSHIP

The largest personnel expense for nonprofits is the salary of the Executive Director/Chief Executive Officer (ED/CEO). The average salaries of EDs/CEOs vary slightly among the five cohorts in this study. Cleveland's average may be a result of the wide range of budgets among its respondents. Indianapolis' salaries are on the lower end, which may reflect the lower annual budget figures of its sample organizations.

EXECUTIVE DIRECTOR/CEO

The median ED/CEO salaries in Indianapolis and Cleveland are lower than in the arts communities of Pittsburgh and Columbus. The figures in Indianapolis and Cleveland reflect a higher percentage of lower salaries and smaller organizations within their samples.



EXECUTIVE DIRECTOR/CEO BREAKDOWNS BY GENDER

Analysis of gender reveals wide differences. EDs/CEOs in Indianapolis are majority female, while that is reversed in the Pittsburgh arts community, with other arts communities falling in between. Unlike the leadership percentages in different locales and sectors, salary levels are higher for males than for females in all five cohorts.¹ Examining EDs/CEOs by race reveals a different challenge—it is less a matter of pay gap than of a lack of opportunity for leadership.

	Gender	%	Average	Median	High	Low
Pittsburgh Nonprofits	Female	58%	\$110,226	\$92,997	\$110,226	\$58,323
	Male	42%	\$134,384	\$115,024	\$134,384	\$60,008
Pittsburgh Arts & Culture	Female	43%	\$118,080	\$89,316	\$307,590	\$42,000
	Male	57%	\$133,334	\$97,328	\$350,000	\$51,400
Cleveland	Female	71%	\$88,090	\$109,241	\$174,990	\$43,492
	Male	29%	\$102,986	\$112,372	\$173,264	\$51,480
Columbus	Female	50%	\$126,201	\$145,299	\$249,600	\$40,997
	Male	50%	\$187,606	\$174,003	\$300,000	\$48,006
Indianapolis	Female	75%	\$80,639	\$60,000	\$219,731	\$10,400
	Male	25%	\$206,710	\$219,981	\$239,990	\$160,160

¹This finding about gender differences among top leadership pay in the nonprofit arts mirrors research by the Bayer Center showing that, in the nonprofit sector as a whole, a gender pay gap persists. The current ratio is 82 cents for women for every \$1.00 for men.

EXECUTIVE DIRECTOR/CEO BREAKDOWNS BY RACE

In Greater Pittsburgh nonprofit and arts communities, the proportion of ALAANA individuals in ED/CEO positions is lower than proportions in the workforces as a whole. Differences in pay rates by race, however, are less dramatic. Unlike the Pittsburgh nonprofit sector, there is no salary data for the only ALAANA ED/CEO in the Pittsburgh arts community. In Indianapolis, differences in ED/CEO salaries by race are dramatic.

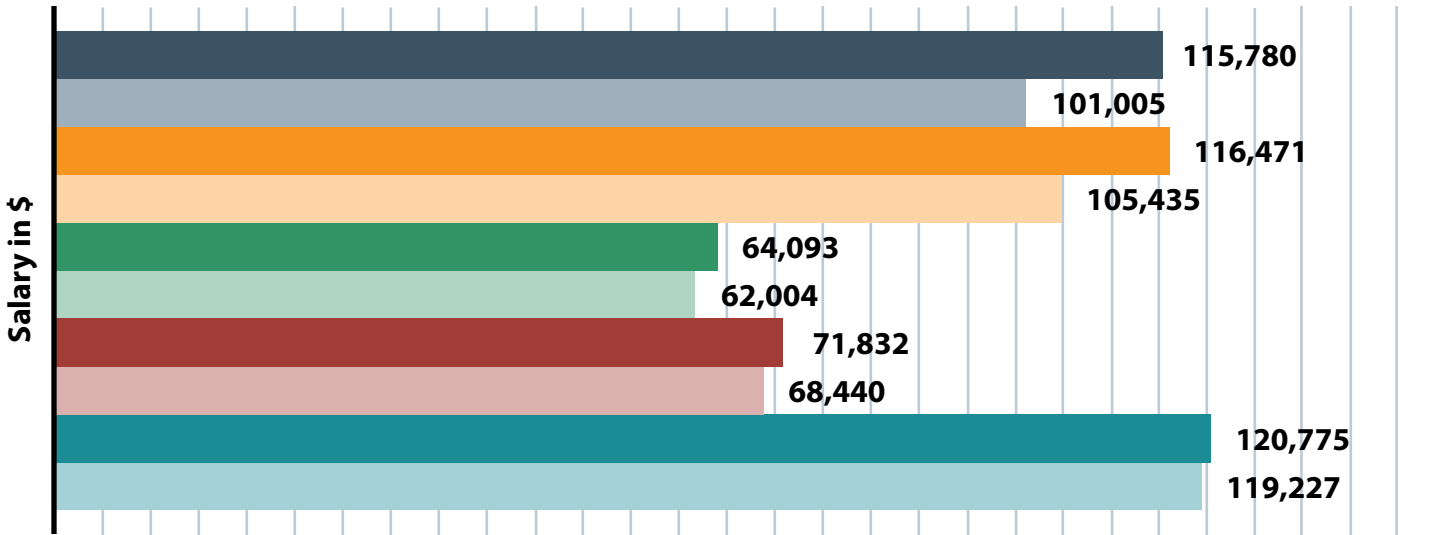
	Gender	%	Average	Median	High	Low
Pittsburgh Nonprofits	White	91%	\$121,264	\$100,006	\$121,264	\$60,008
	Black/AA	9%	\$117,558	\$113,662	\$117,558	\$53,040
Pittsburgh Arts & Culture	White	93%*	\$126,796	\$97,328	-	-
	Hispanic	4%*	-	-	-	-
Cleveland	White	91%	\$98,098	\$109,241	\$174,990	\$43,493
	>1 race	9%	\$171,998	-	-	-
Columbus	White	91%	\$148,626	\$145,465	\$260,000	\$36,904
	>1 race	9%	\$156,998	-	-	-
Indianapolis	White	84%	\$128,132	\$144,955	\$239,990	\$49,920
	>1 race	8%	\$54,163	-	-	-
	Hispanic	8%	\$10,400	-	-	-

*Of 28 EDs/CEOs in Pittsburgh arts cohort, only one was Hispanic, while the other listed no ID. Therefore, computing average and median salaries by race in Pittsburgh was not possible, nor was listing low and high salaries.

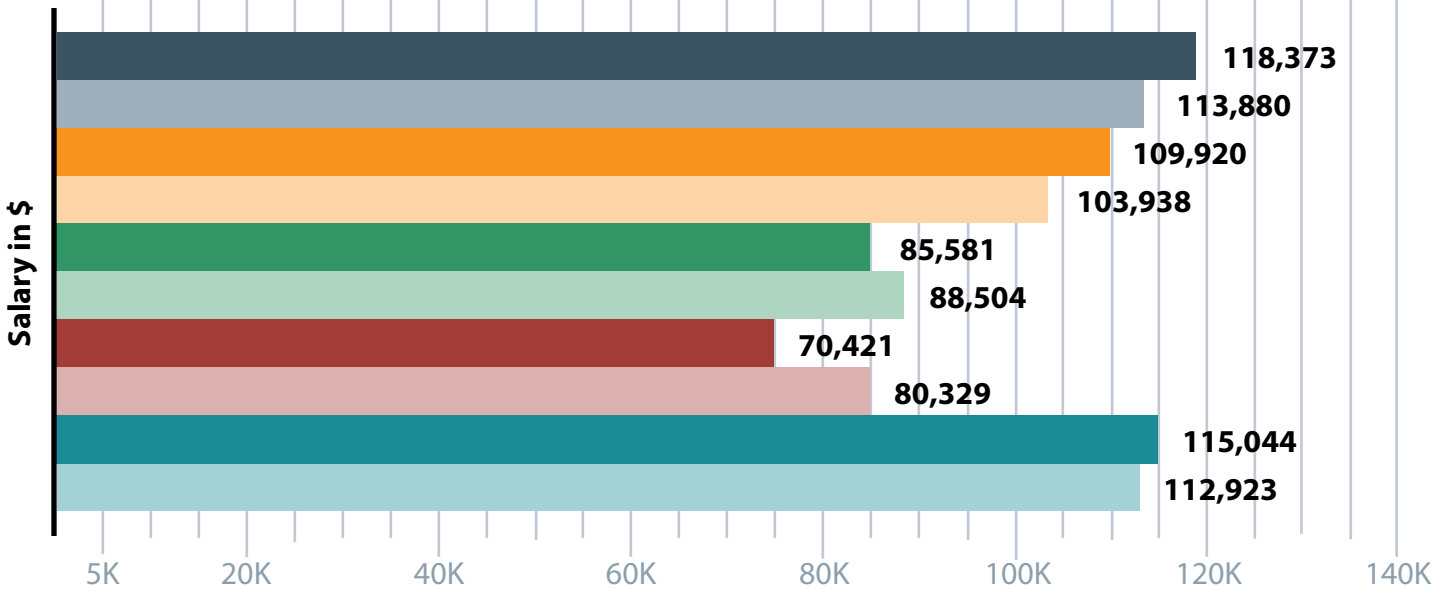
OTHER EXECUTIVE LEADERSHIP POSITIONS

Salaries among Associate Directors/Chief Operating Officers vary widely by cohort, with higher salaries in the Pittsburgh arts community and lower salaries in Columbus. Differences in salaries among Chief Financial Officers are somewhat smaller.

ASSOCIATE DIRECTOR/COO



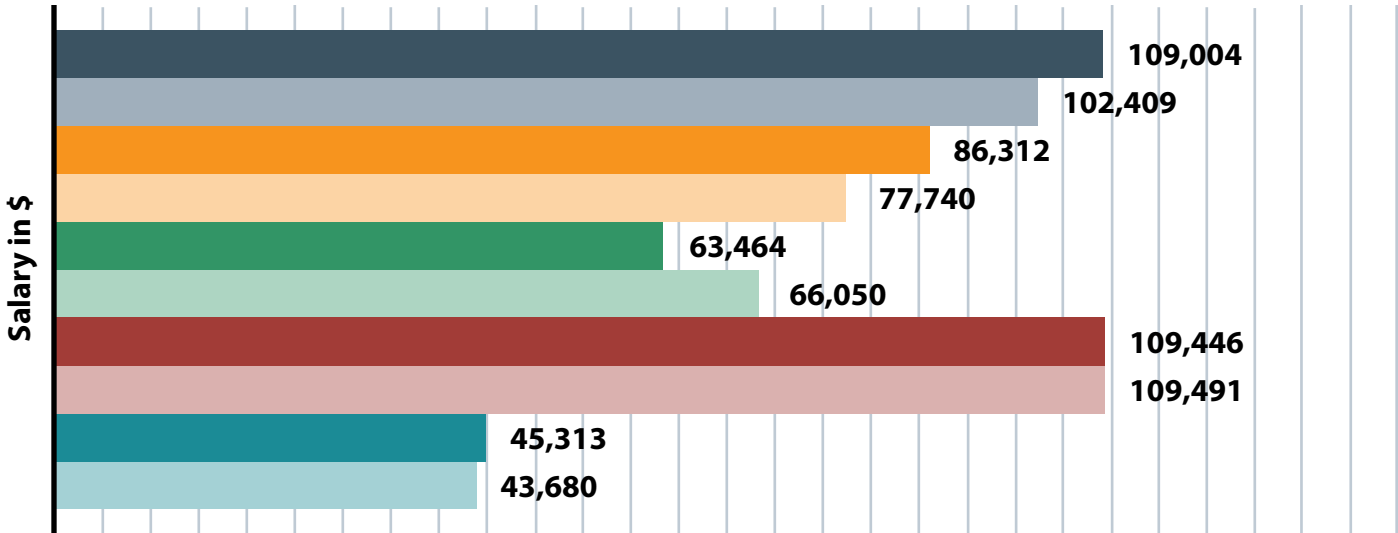
CHIEF FINANCIAL OFFICER



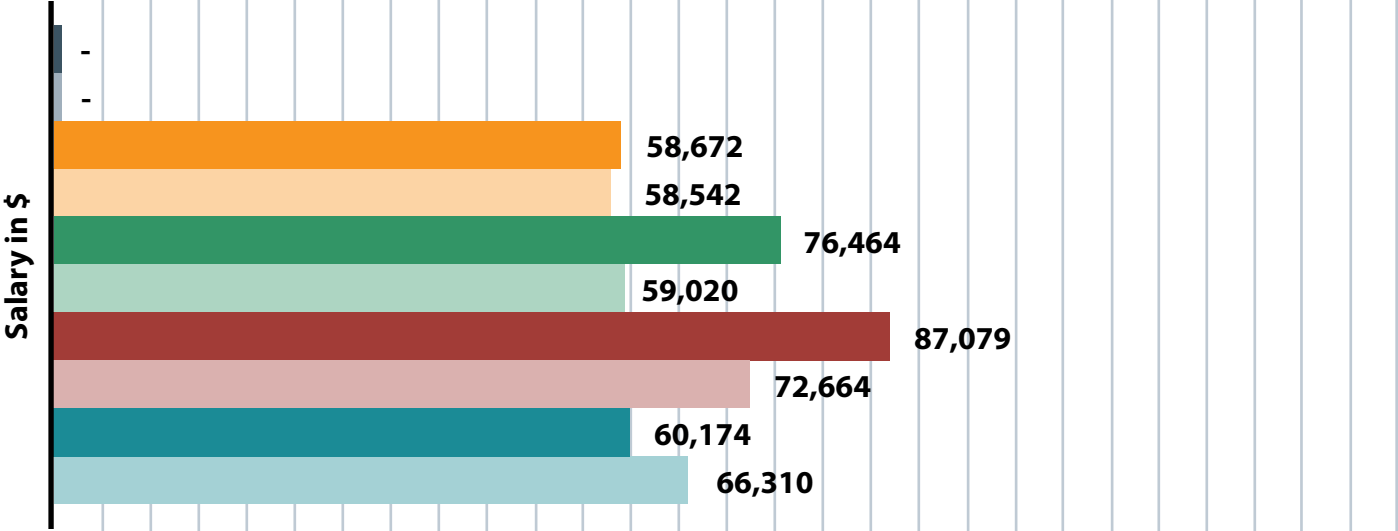
PROGRAM LEADERSHIP

Program Leadership positions – Artistic Director, Program Director, and Education Director – are at the core of program development and outreach for nonprofit arts organizations. Salaries for these positions are lower than Executive Leadership salaries across all cohorts. Artistic Director salaries are lower than those for Program Director, especially in the Pittsburgh arts community.

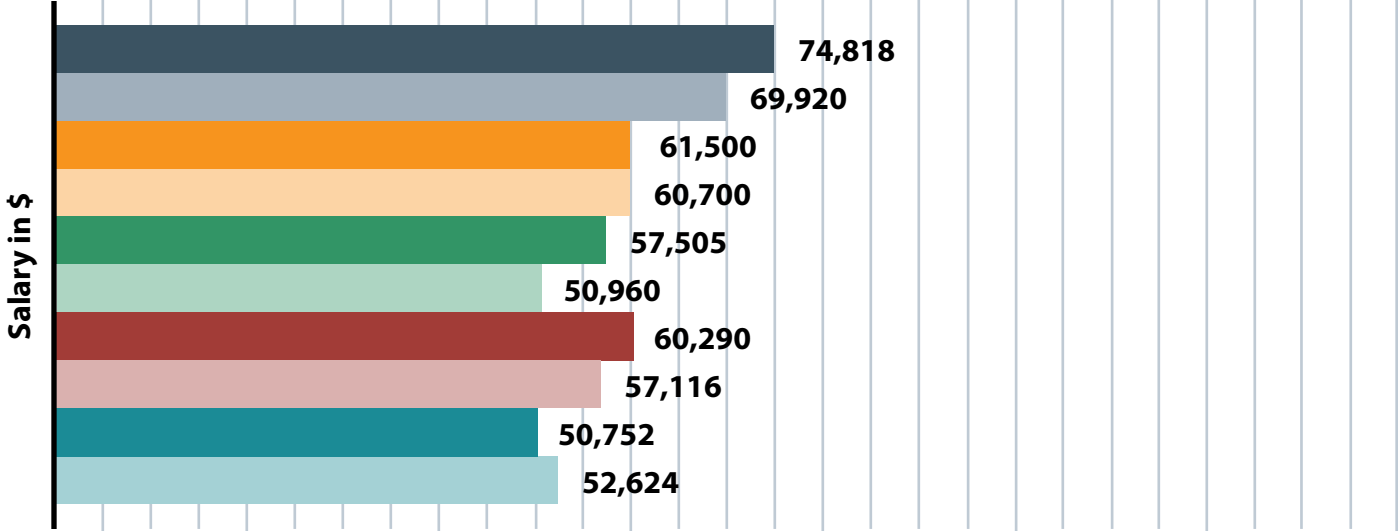
PROGRAM DIRECTOR



ARTISTIC DIRECTOR



EDUCATION DIRECTOR



OTHER PITTSBURGH ARTS SALARIES:

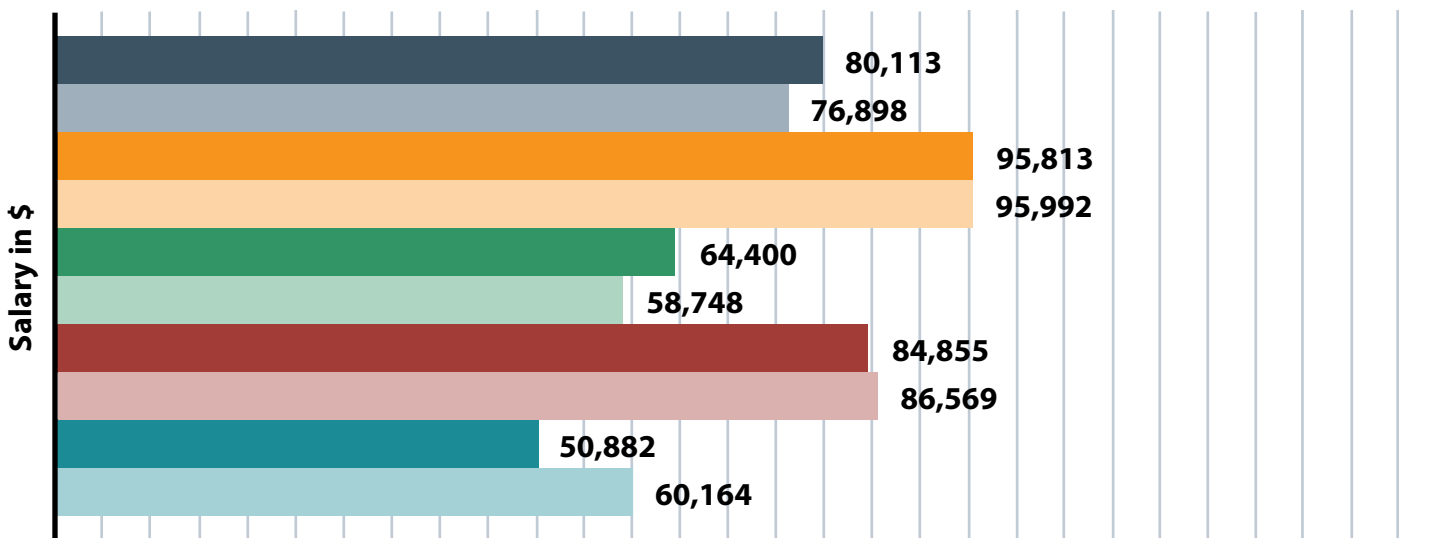
Program Coordinator: \$35,984 (median), \$42,516 (average)

Program Assistant: \$21,320 (median), \$24,558 (average)

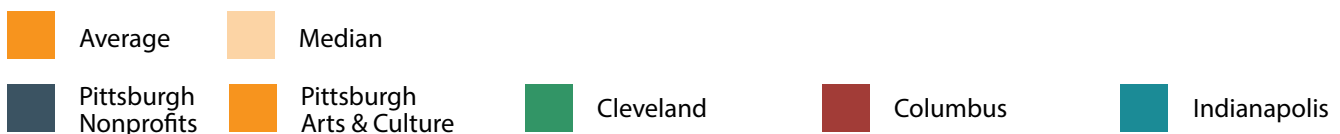
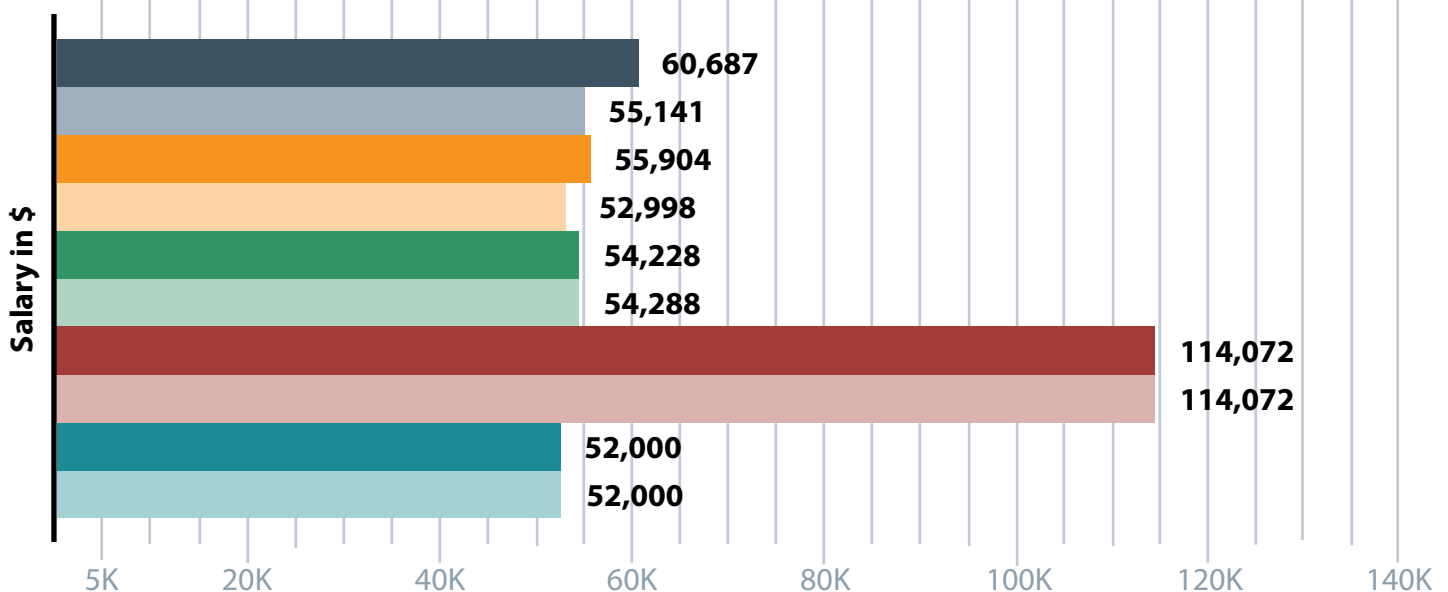
FUND DEVELOPMENT

Development Director and Development Manager/Associate positions are central to providing a financial foundation for nonprofit arts organizations to meet their goals and objectives. In contrast to its lower ranking with Artistic Directors, the Greater Pittsburgh arts cohort invests heavily in Development Director positions.

DEVELOPMENT DIRECTOR



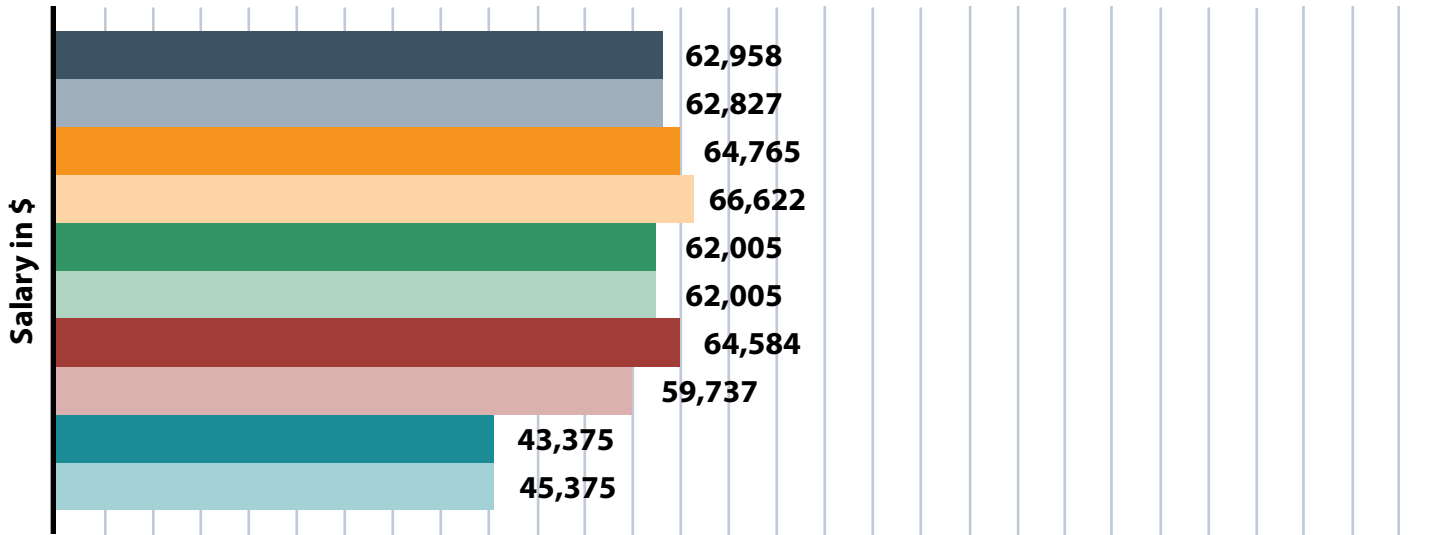
DEVELOPMENT MANAGER/ASSOCIATE



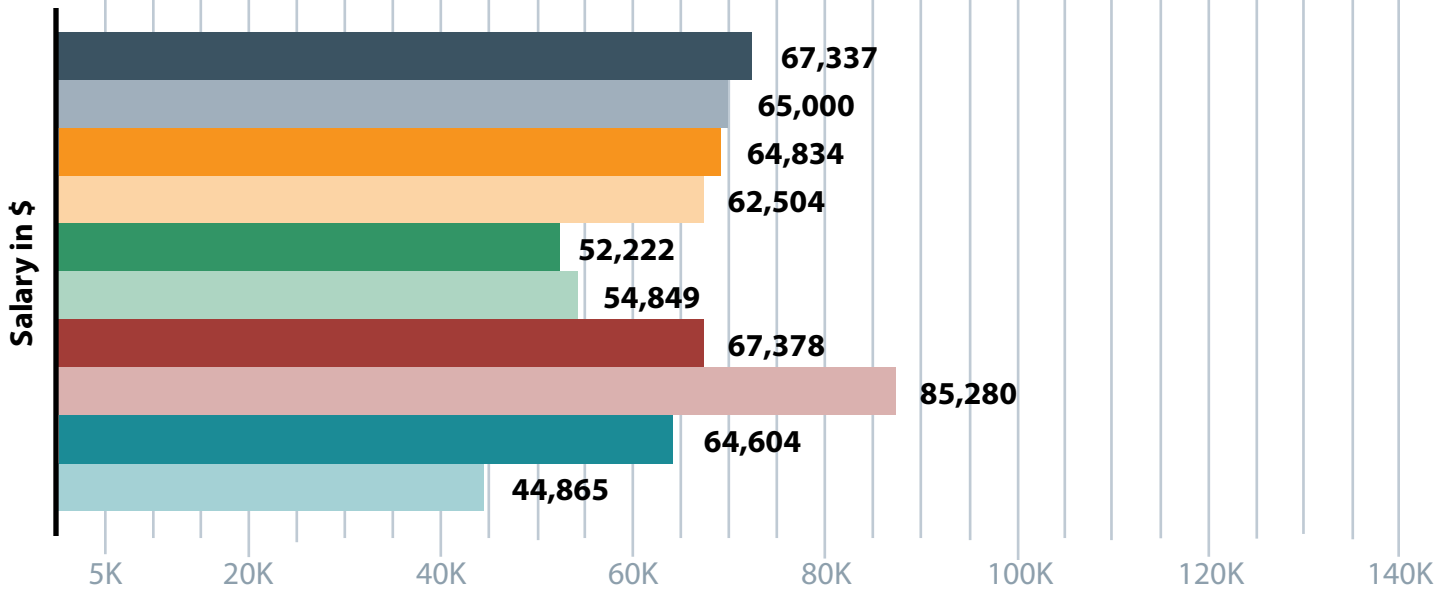
COMMUNICATIONS AND MARKETING

Communications Director and Marketing Director positions are central to building awareness of the arts organization's mission and programs among diverse publics. Salary levels among most cohorts are similar, with Indianapolis being the outlier.

COMMUNICATIONS DIRECTOR



MARKETING DIRECTOR



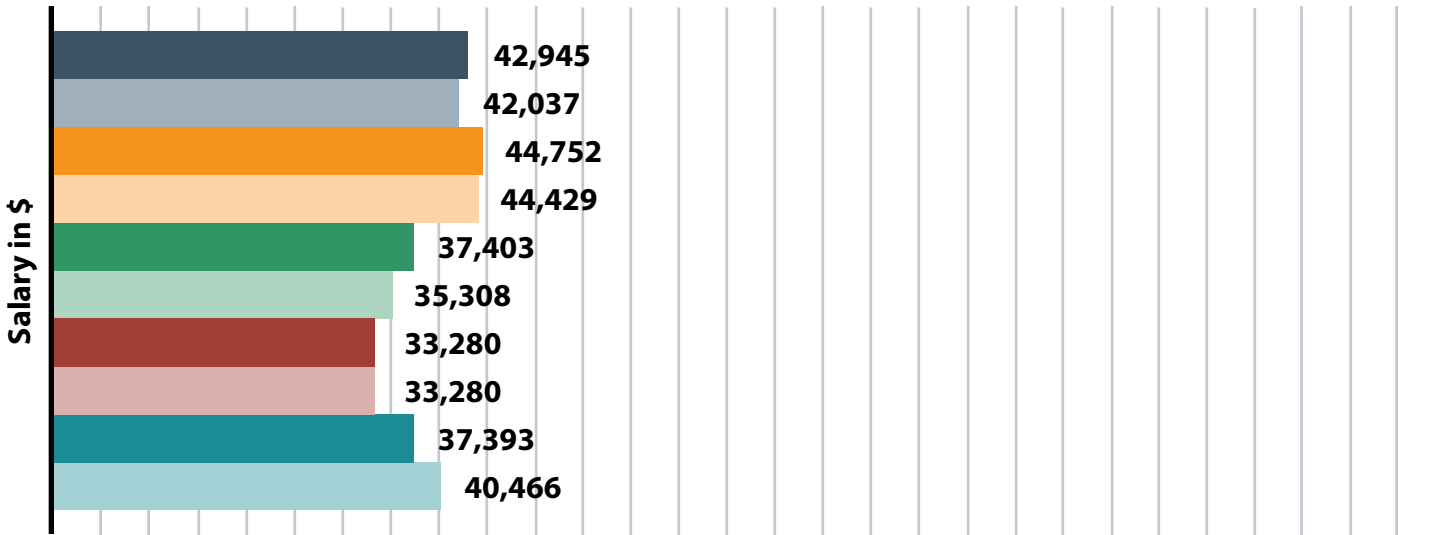
OTHER PITTSBURGH ARTS SALARIES:

Marketing Coordinator: \$36,067 (median), \$37,055 (average)

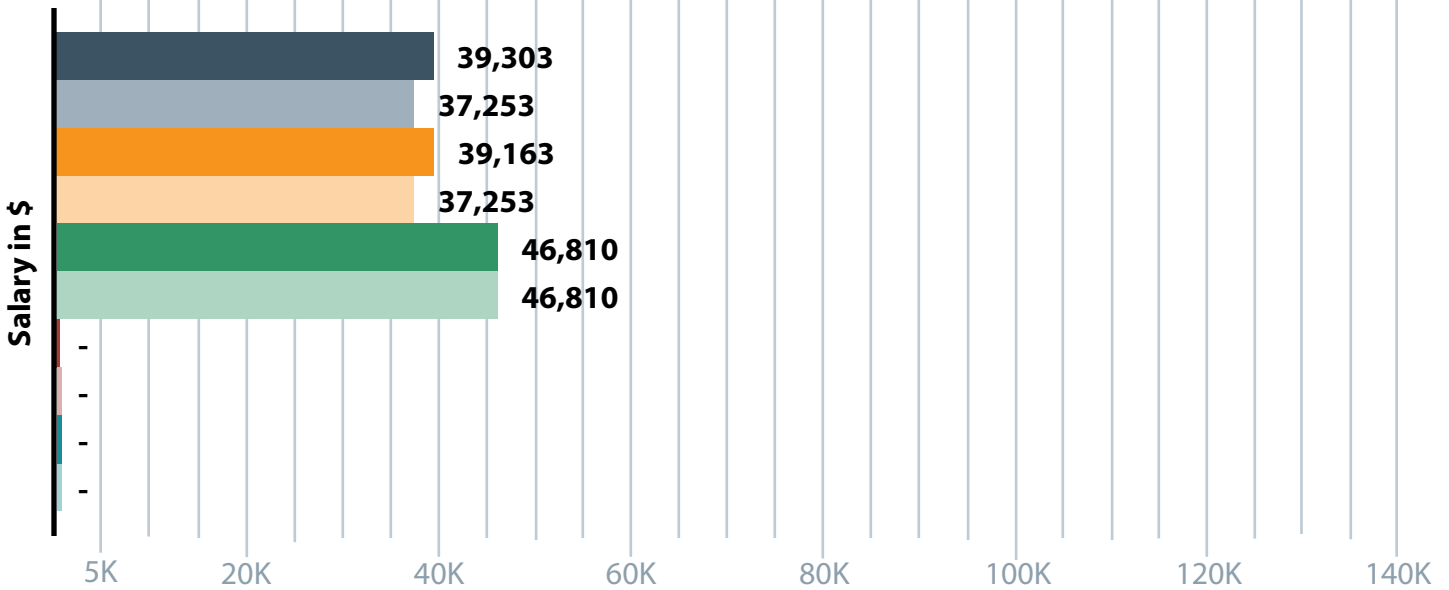
MANAGEMENT

No significant variations by cohort were found in the salary levels for the two positions in this category—Office Manager and Gift Shop Manager.

OFFICE MANAGER



GIFT SHOP MANAGER



FUTURE SALARIES: PLANS AND METHODS

Majorities of organizations in each cohort reported plans to raise salaries in the next fiscal year. However, methods of determining increases range widely, including merit pay/performance review, across-the-board raises, cost of living, pay rates revealed in wage-benefit surveys, and internal equity considerations. Given disparities in ED/CEO salaries by gender referenced above, salary increases based on equity considerations are relatively rare.

HUMAN RESOURCES PLANNING OVER NEXT YEAR

	Give Raise	Medical Benefits		Hire Additional Staff	
	%	Increase %	Same %	Full-time %	Part-time %
Pittsburgh Nonprofits	81	24	73	45	33
Pittsburgh Arts & Culture	73	34	63	42	42
Cleveland	70	11	89	23	41
Columbus	100	0	93	33	13
Indianapolis	65	27	65	23	42

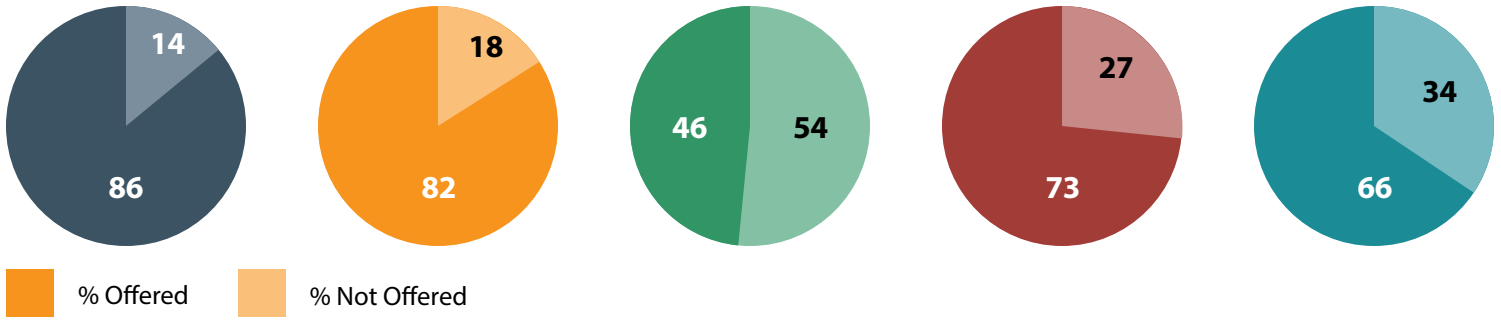
SALARY INCREASE REVIEW PRACTICES

	Merit	Across the	Cost of	Length of	Labor Market	Job Equity
	%	Board %	Living %	Service %	Considerations %	Considerations %
Pittsburgh Nonprofits	51	35	26	4	5	11
Pittsburgh Arts & Culture	45	42	24	6	9	6
Cleveland	27	67	27	23	23	23
Columbus	73	40	20	20	20	40
Indianapolis	65	27	23	8	8	8

BENEFITS

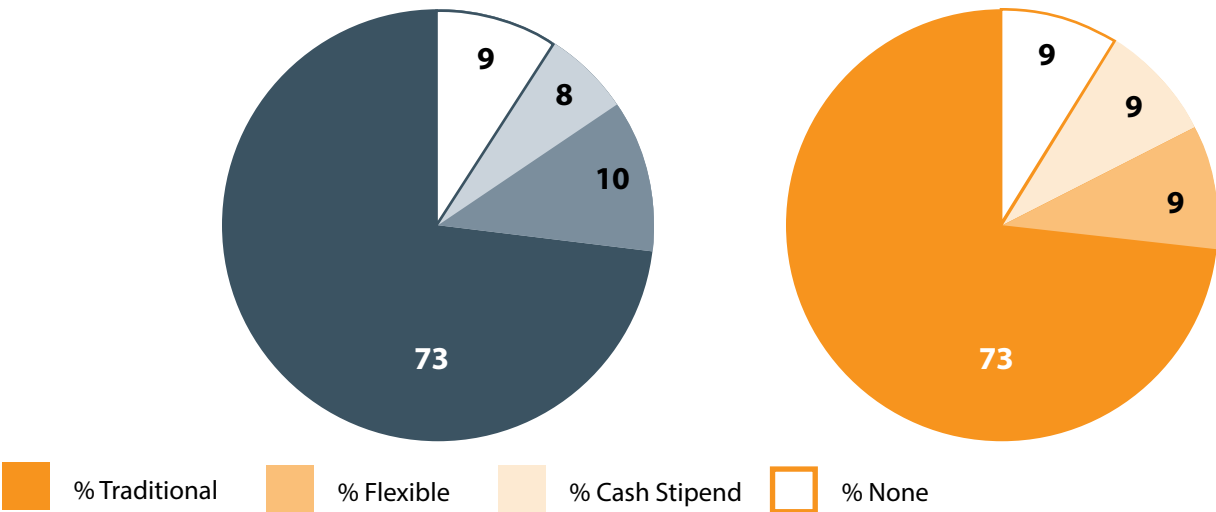
MEDICAL INSURANCE

In most cohorts, majorities of organizations offer medical insurance to full-time employees.



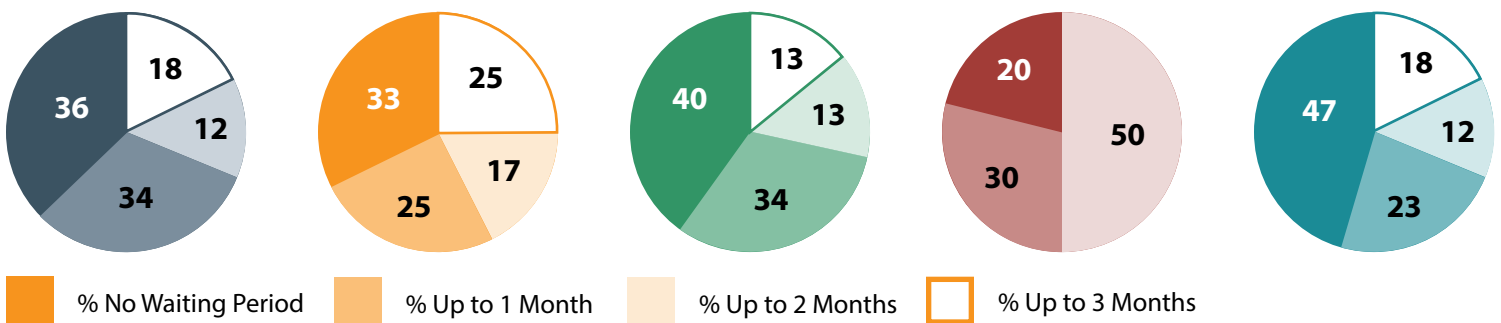
TYPES OF MEDICAL INSURANCE

In Pittsburgh, the provision of medical insurance involves traditional, flex, or cash stipend methods. Percentages of methods used in benchmark cities were not available. “Traditional” refers to a Preferred Provider Plan; “flexible” refers to a HMO; and “cash stipend” refers to direct payments made to employees by employers. These data points were not requested from the three benchmark cohorts.



WAITING PERIODS

Waiting periods for medical coverage to take effect range between zero and up to three months, and vary by cohort. Within each cohort, large majorities expect to maintain their current level of medical coverage next year.



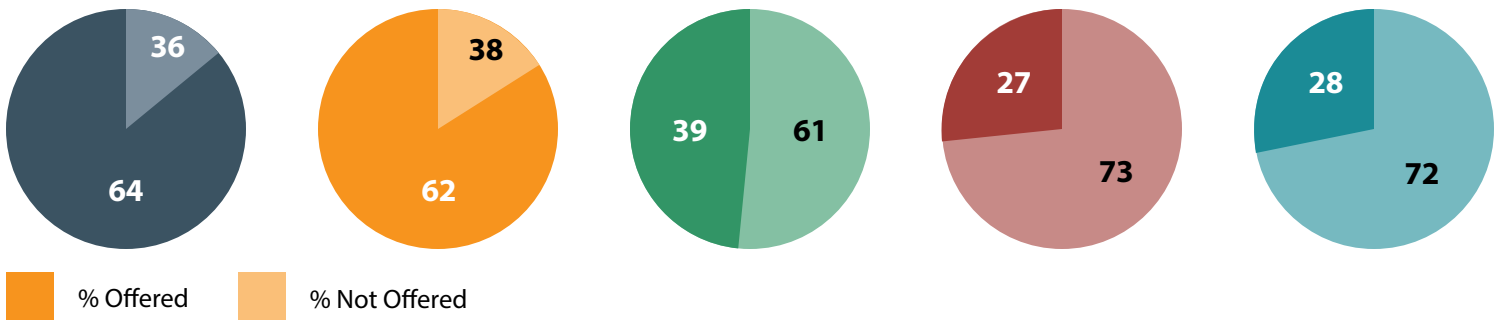
OTHER INSURANCE

Many organizations in each cohort offer full-time employees other forms of insurance—dental, vision, life, short-term disability, long-term disability, and long-term care. Employers in the Pittsburgh arts and nonprofit communities offer these benefits at higher rates than do the other three cohorts. While percentages vary by cohort, majorities in each offer medical insurance to full-time employees’ domestic partners.

TYPES OF INSURANCE OFFERED

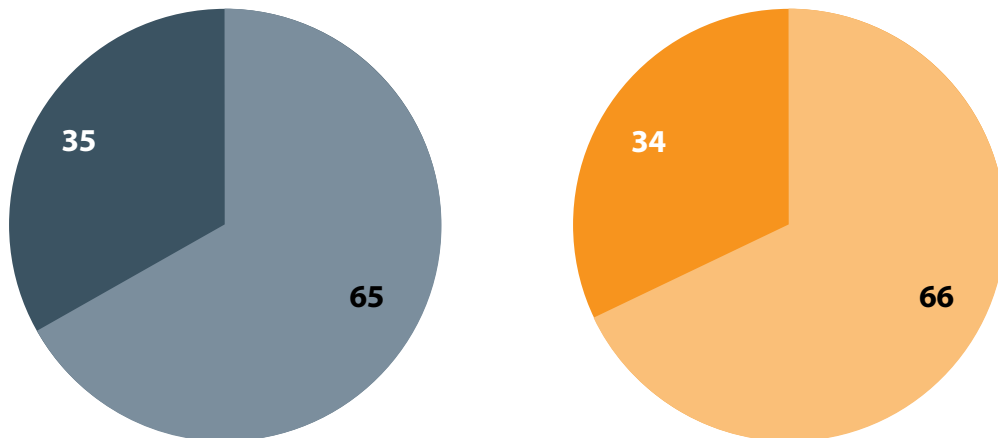
	Dental Care %	Vision Care %	Life %	Short Term Disability %	Long Term Disability %	Long Term Care %	None %
Pittsburgh Nonprofits	76	75	65	61	38	37	22
Pittsburgh Arts & Culture	73	73	55	52	55	30	27
Cleveland	37	32	11	21	16	0	0
Columbus	75	58	58	8	25	0	0
Indianapolis	61	67	50	61	50	17	0

ORGANIZATIONS BY COHORT WHO OFFER MEDICAL INSURANCE TO FULL-TIME EMPLOYEES’ DOMESTIC PARTNERS



ORGANIZATIONS BY COHORT WHO OFFER MEDICAL INSURANCE TO PART-TIME EMPLOYEES

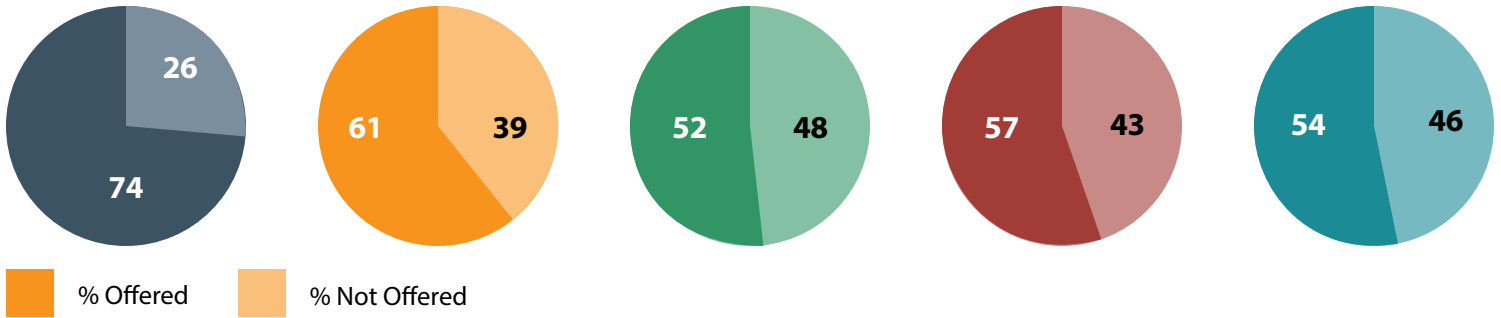
Part-time employees in all cohorts receive pro-rated medical benefits based on their work schedules and number of hours worked. Twenty percent (20%) of Pittsburgh arts nonprofits offer medical insurance benefits to part-time employees who maintain a minimum weekly work schedule. This includes 10% offering full benefits to qualifying part-time employees, who must work an average of 25 hours per week to be eligible. Another 10% provide pro-rated benefits to qualifying part-time employees, who must work an average of 30 hours per week to be eligible.



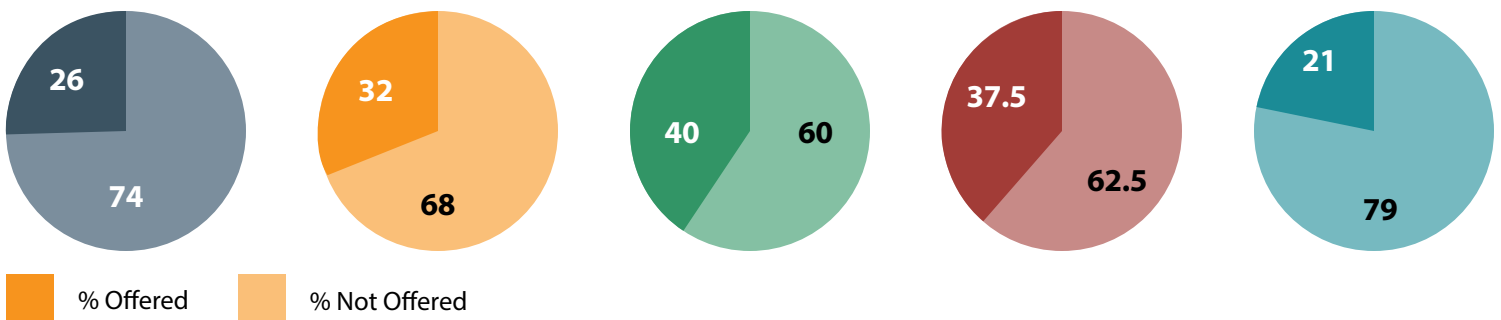
RETIREMENT BENEFITS

Majorities in all cohorts offer retirement benefits to employees, though to a much lesser extent for part-time employees. Larger majorities expect to keep the same level of retirement benefits next year.

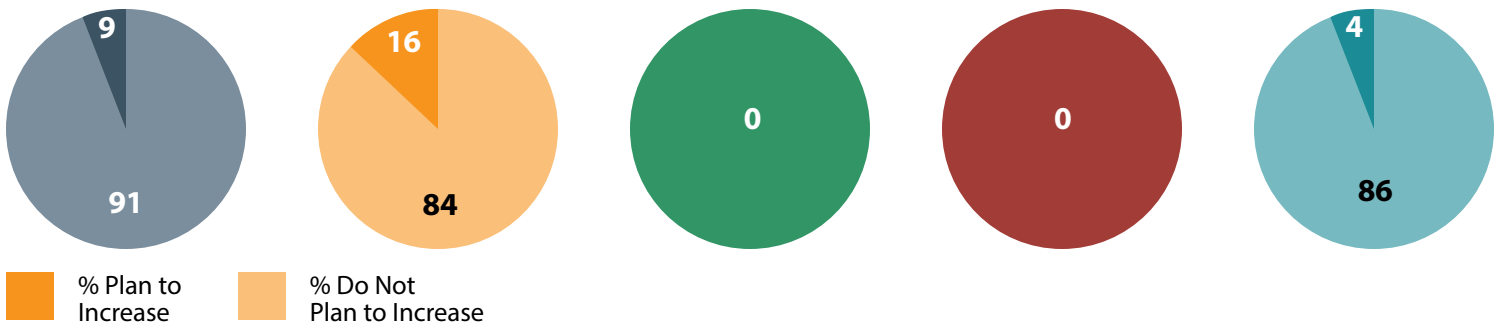
ORGANIZATIONS BY COHORT WHO OFFER WHO OFFER RETIREMENT BENEFITS TO FULL-TIME EMPLOYEES



ORGANIZATIONS BY COHORT WHO OFFER RETIREMENT BENEFITS TO PART-TIME EMPLOYEES



ORGANIZATIONS BY COHORT WHO PLAN TO INCREASE RETIREMENT BENEFITS IN NEXT FISCAL YEAR



PAID TIME-OFF

Another employee benefit offered by each cohort is paid time-off, which may include vacation days, sick days, holidays, and personal days. Part-time employees are eligible for many of these paid time-off benefits as well.

Full-time employees in these cohorts also receive paid time, in varying degrees, in the following areas.

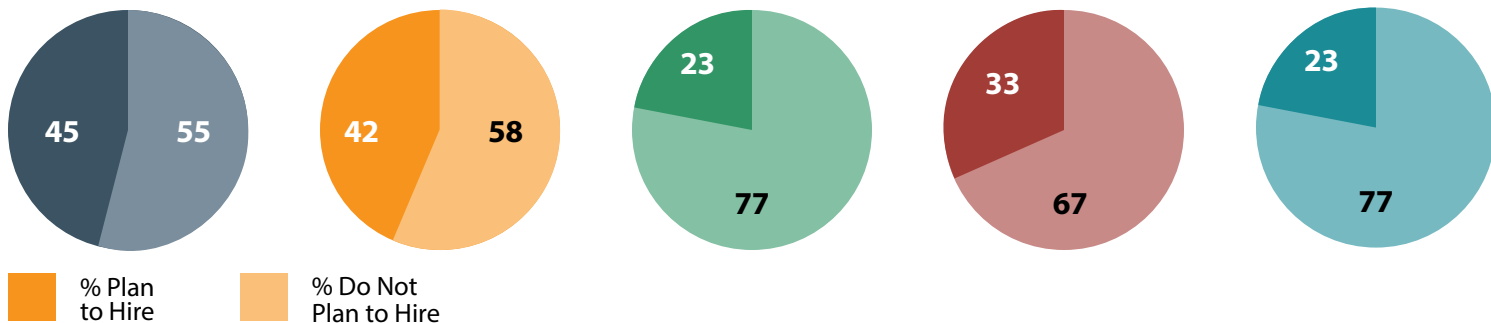
	Jury Service %	Bereave-ment %	Parental Leave %	Family Illness %	Military Service %	Volunteering %
Pittsburgh Nonprofits	81	81	41	39	43	7
Pittsburgh Arts & Culture	70	64	27	39	21	6
Cleveland	91	91	82	73	55	14
Columbus	93	87	47	33	40	13
Indianapolis	100	100	68	68	36	27

HUMAN RESOURCES PLANNING

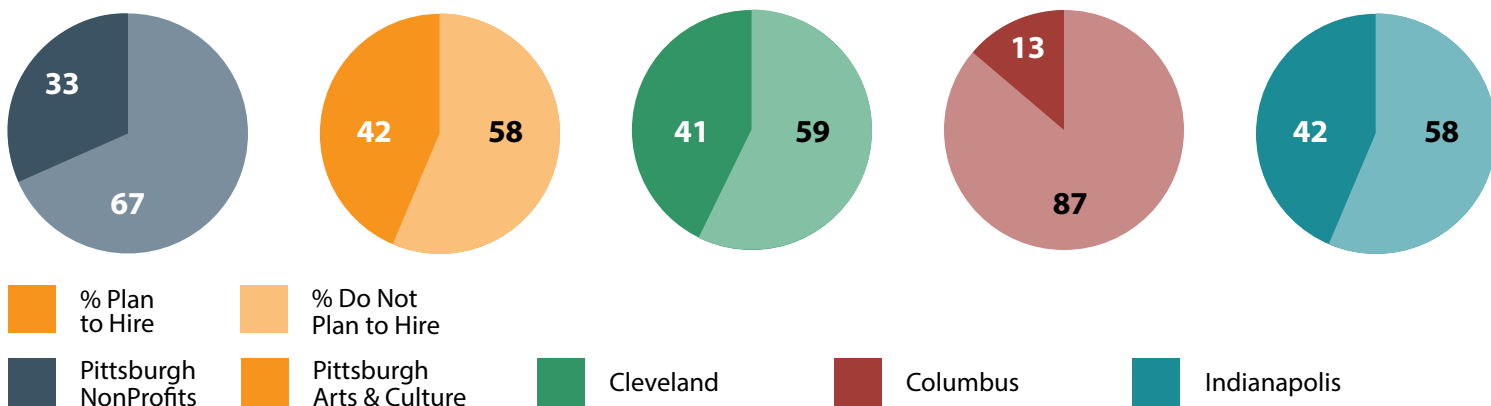
HIRING FULL-TIME/PART-TIME

Organizations in all cohorts reported actively hiring new employees. There is only slightly greater recruitment of part-time employees, on average.

ORGANIZATIONS WHO PLAN TO HIRE MORE FULL-TIME WORKERS IN THE NEXT FISCAL YEAR



ORGANIZATIONS WHO PLAN TO HIRE MORE PART-TIME WORKERS IN THE NEXT FISCAL YEAR



DEVELOPMENT, REVIEW, AND RETENTION OF TALENT

In addition to recruiting new employees, each locale reported using a mix of strategies to develop and retain current employees:

- Encourage professional networking
- Annual performance reviews
- Flexible hours
- Promote from within
- Provide technology for remote work
- Coaching/mentorship
- 2% of budget for professional development

STRATEGIES FOR ATTRACTING/RETAINING TALENT

	Offer Job/Positions Promotions Within the Organization %	Allocate ≥ 2% of Budget to Professional Development %
Pittsburgh Nonprofits	63	13
Pittsburgh Arts & Culture	55	9
Cleveland	47	17
Columbus	73	7
Indianapolis	50	21

	Provide Formal Coaching and/or Mentorship Opportunities %	Measure of Performance for ALL Employees on an Annual Basis
Pittsburgh Nonprofits	27	74
Pittsburgh Arts & Culture	42	79
Cleveland	23	40
Columbus	13	53
Indianapolis	21	57

	Encourage Participation in Professional Networks %	Provide Financial Assistance for Collegiate-Level Cont. Education %
Pittsburgh Nonprofits	68	18
Pittsburgh Arts & Culture	76	9
Cleveland	80	7
Columbus	80	7
Indianapolis	64	7

	Offer Flexible Hours/Schedules %	Provide Technology to Work Remotely %
Pittsburgh Nonprofits	79	57
Pittsburgh Arts & Culture	88	48
Cleveland	80	37
Columbus	60	20
Indianapolis	68	39

CONCLUSION

This research sets the foundation for the Greater Pittsburgh Arts Council to conduct similar comparisons in the future, tracing changes over time among these five cohorts. Replicating this study may also provide opportunities to explore additional empirical questions, such as:

To what extent and in what ways does our area's arts sector compete with the nonprofit community for potential employees? With what results? How can arts employers be more pro-active to both retain and recruit new employees?

Another phenomenon to consider is the prevalence of workers in the arts who wear multiple hats, i.e., who combine the duties of two or more functions under a single title.

In the meantime, the results of this report raise key questions our sector should address, including:

- Does the arts sector reward their artistic leaders in ways that are proportionate to how executives are rewarded?
- Are we doing enough to address persistent gender-based pay inequities and shortages of leadership opportunities for ALAANA populations?
- Is the arts community over-reliant on part-time employees?
- To what degree is the area's arts community prepared for generational shifts in leadership?

APPENDIX I

WAGES, BENEFITS AND THE ARTS: SUMMARY OF JOB DESCRIPTIONS

EXECUTIVE

EXECUTIVE DIRECTOR/CHIEF EXECUTIVE OFFICER

Responsible to the Board of Directors for management of the entire organization including fundraising and development, human resources, strategic planning, programs, finance, and communications. Represents organization to government agencies, community, and the public.

ASSOCIATE DIRECTOR/CHIEF OPERATING OFFICER

Provides direction and day-to-day management of several key functions other than programs such as finance, administration, human resources, and/or development. Assumes responsibility for major projects.

CHIEF FINANCIAL OFFICER

Manages the financial resources of the organization including accounting, finance, organizational budgets, investments, and treasury in accordance with organization/contract policies and procedures; safeguards assets.

PROGRAM LEADERSHIP

ARTISTIC DIRECTOR

Responsible for setting the artistic direction and programming of a performing arts or cultural organization. Organizations with this position will also have a CEO/Executive Director who has overall responsibility for running the organization's administrative functions.

PROGRAM DIRECTOR

Provides overall design, management, and direction of programs, as well as their delivery, and oversees program staff, program budgets, development/implementation of program policies and procedures, and assists with grant-seeking.

EDUCATION DIRECTOR

Develops, organizes, and implements community education programs and activities for targeted clients, including programs for pre-school, school-aged, and adult students. Ensures programs meet needs of community and goals and objectives of organization.

FUND DEVELOPMENT

DEVELOPMENT DIRECTOR

Provides leadership to obtain financial and other support to sustain the organization's work, including planned,

annual, and deferred giving. Approaches individuals, foundations and corporations for funding opportunities. Manages the overall marketing promotional functions associated with fundraising campaigns.

DEVELOPMENT MANAGER/ASSOCIATE

Performs duties directly related to development activities. These include maintaining donor databases, developing and sending mass mailings, coordinating placement of advertisements, assisting and participating in special events, and acknowledging gifts and donations.

COMMUNICATIONS AND MARKETING

COMMUNICATIONS DIRECTOR

Acts as spokesperson for the organization to the community, government officials, media, and prospective funders. Promotes the organization's goals and objectives in order to develop grassroots support within the community. Coordinates all media and public relations activities.

MARKETING DIRECTOR

Responsibility to increase brand awareness of the organization, and to assist, in some cases, with ticket sales, sponsorships, and donations. Also creates and directs strategic marketing plans for the organization using print, web, visual/signage, social media, and other electronic methods.

MANAGEMENT

OFFICE MANAGER

Supervises human resources functions including employment, compensation, benefits, training, employee relations, software and networks management, copy/print services, office maintenance, email, and telephones.

GIFT SHOP MANAGER

Responsible for purchasing a mix of merchandise that will sell for profit. Evaluates sale patterns to determine customer preferences. Maintains inventory. Supervises retail clerks and volunteers who staff the shop. Maintains financial records, monitors budgets, and promotes store in the community.

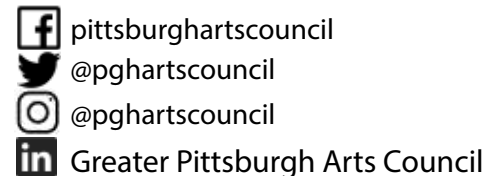
These definitions were adapted by GPAC from the Bayer Center's *2019 Wage and Benefit Survey of SW PA Nonprofit Organizations*.

ABOUT THE GREATER PITTSBURGH ARTS COUNCIL

The Greater Pittsburgh Arts Council (GPAC) champions the arts in Southwestern Pennsylvania, providing financial, professional, and political support for the arts and culture sector. Comprised of more than 400 diverse artists and nonprofit organizations, GPAC offers valuable research, legal and business consulting, networking, and professional development opportunities so that artists, arts leaders, and organizations can grow their skills and advance their practice. GPAC provides grants for artists and arts organizations. We also lead the region's arts advocacy at the local, state, and national level, and model best practices for accessibility and equity in the arts.

810 Penn Avenue, Suite 600
Pittsburgh, Pennsylvania 15222

PittsburghArtsCouncil.org
412-391-2060



GPAC BOARD OF DIRECTORS

Sandra Solomon, Chair

President, Sandra Solomon Associates Inc.

Michael A. Wessell Esq., Executive Vice Chair

Eckert Seamans Cherin & Mellot LLC

Tracy Edmunds, Vice Chair

*Vice President of Arts Education,
Pittsburgh Cultural Trust*

Clayton Merrell, Vice Chair

*Professor of Art, Associate Head,
School of Art, Carnegie Mellon
University*

Veronica Morgan-Lee, Secretary

*Associate Director,
Hill Dance Academy Theatre*

Victor Dozzi, Treasurer

Partner, Crawford Ellenbogen LLC

Deborah Acklin

President & CEO, WQED Multimedia

Thomas Agnew

*Jenesis Magazine,
co-founder, BOOM Concepts*

Jonathan Berman

CEO, Kextil

Beth Bershok

*Regional Marketing Director,
Herbein + Company, Inc.*

Kareem Corbin

*Vice President, Small Group Sales &
Client Management & Individual
Markets, Highmark Health Insurance*

Tom Cords

*Vice President, Finance and
Administration, FedEx Ground*

Teresa Gregory

*Associate Professor,
Sports, Arts and Entertainment
Program, Point Park University*

Christopher Hahn

General Director, Pittsburgh Opera

Katie R. Jacobs

Litigation Attorney, Cohen & Grigsby, P.C.

Emily Krull

Vice President, PNC Bank

Patrick Moore

Director, The Andy Warhol Museum

Jack Tomayko

President/CEO, The Tomayko Group

Mitch Swain

CEO, Greater Pittsburgh Arts Council



GREATER PITTSBURGH ARTS COUNCIL
Arts loud and clear