



Two Primary Data Sources



Arts Executive Benchmarks

The Advisory Board for the Arts offers biweekly arts executive pulse surveys on priority focus areas that are top-of-mind to arts leaders.

Capital, Endowments, and Budgets

Launched on October 13

This survey included questions on:

- Operating budget deficits and how organizations are funding them
- Level of cash reserves
- Scale of capital projects and capital fundraising
- Size of usage of endowment this current fiscal year

Compensation and Talent

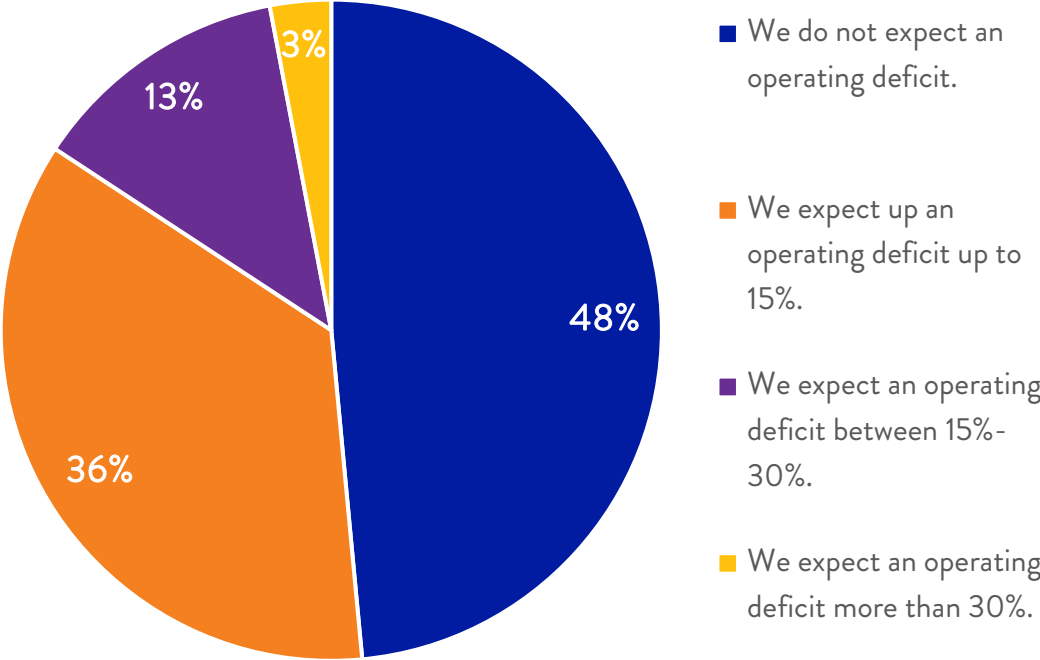
Launched on November 23

This survey included questions on:

- Current hiring landscape and turnover rate
- Percentage of new staff added to organization over the last year
- Practices implemented for new hires and other inclusive workplace trainings offered
- Changes to compensation policies
- Strategies for reducing organizational expenses and increasing revenues

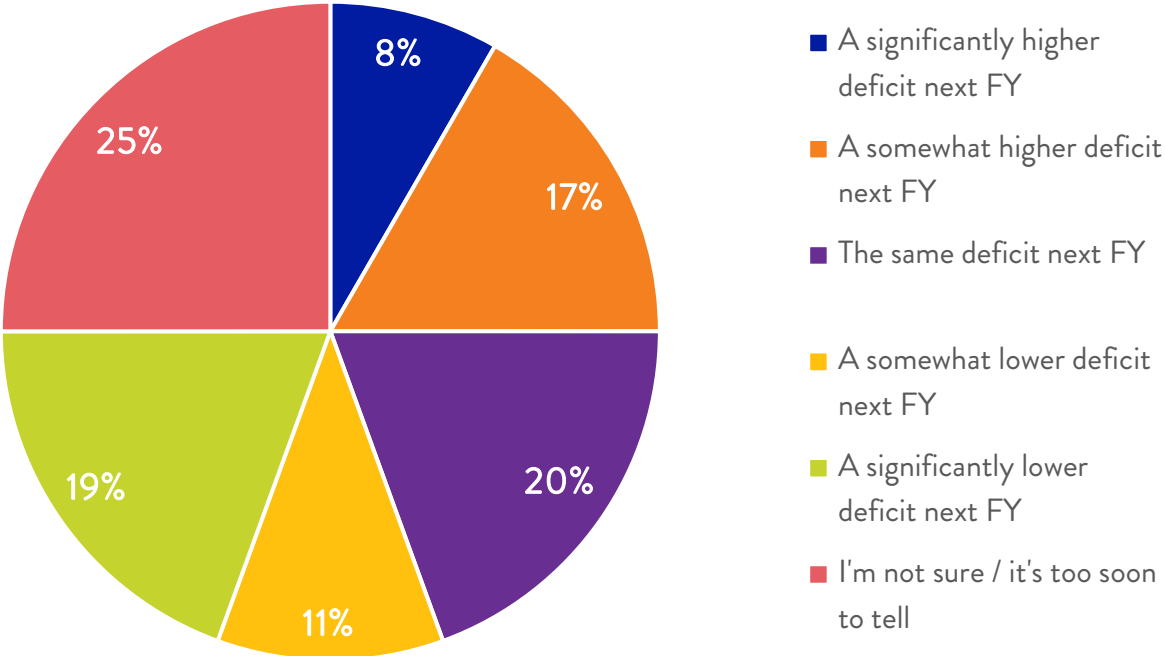
Current & Expected Budget Deficits

Anticipation of Operating Budget Deficit for Current Fiscal Year



N=39

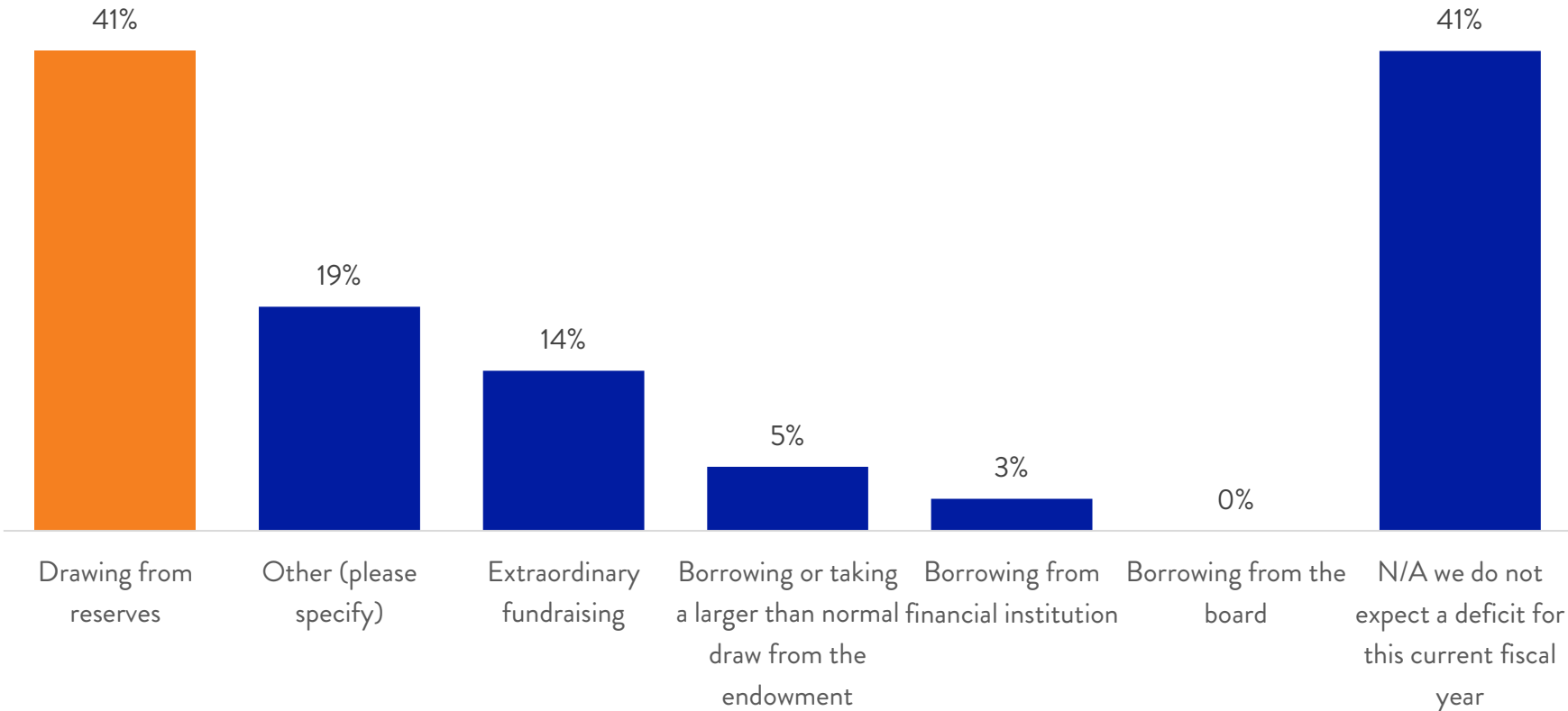
Operating Budget Deficit This Fiscal Year vs. Next Fiscal Year



N=36

Funding For Budget Deficits

How do you expect to fund your operating deficits for the current fiscal year? *Please select all that apply.*



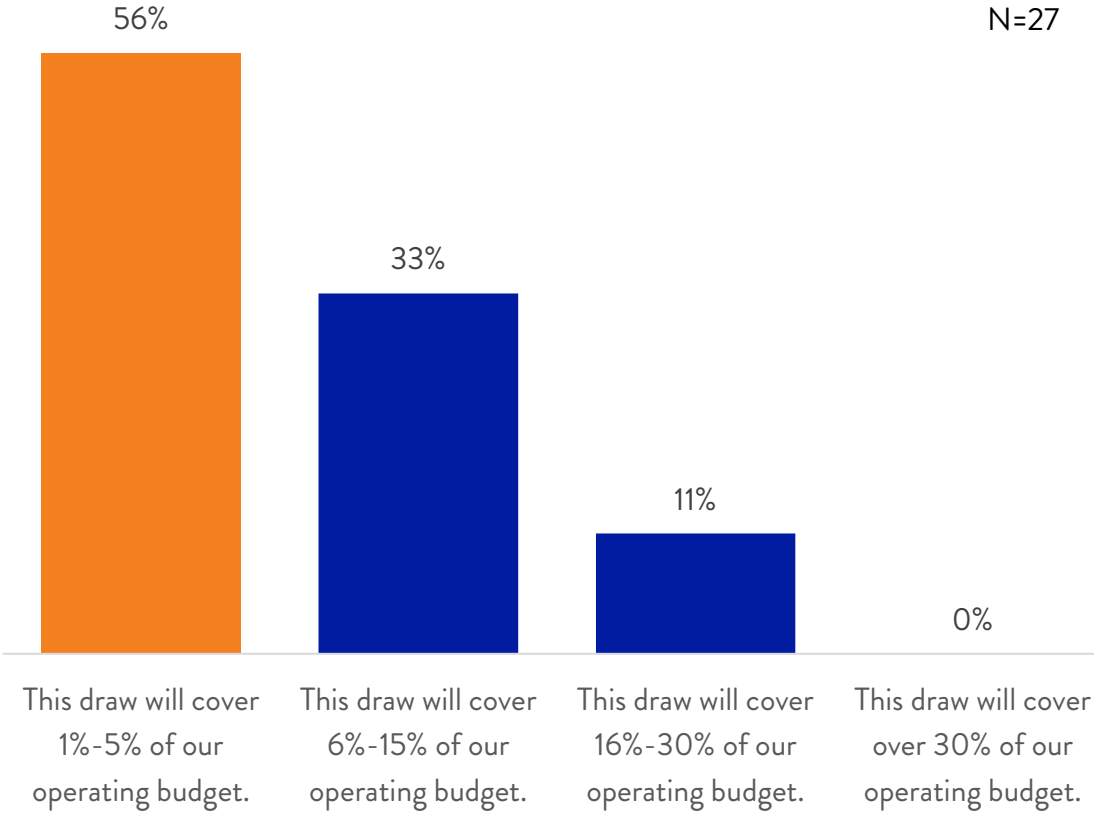
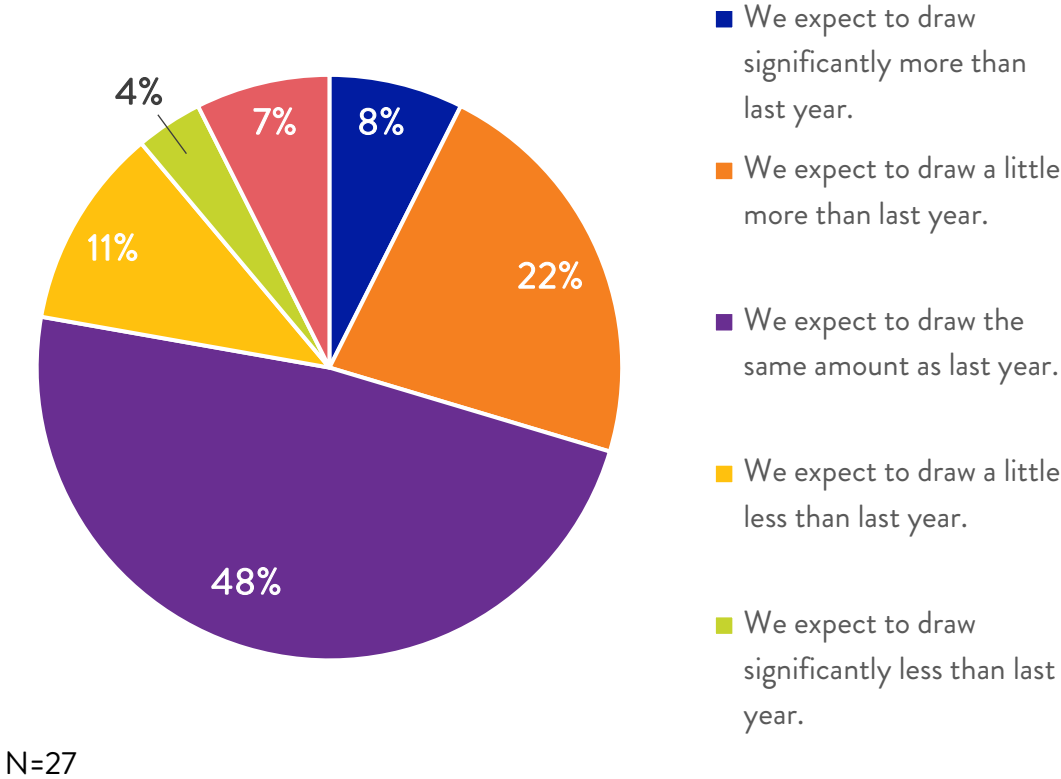
“Other” responses include:

- Excess cash from 2022 fiscal year (1 response)
- Surplus funds from government pandemic relief programs (5 responses)
- No current deficit, but would use reserves for an unexpected deficit (1 response)

Drawing From Endowment Funds

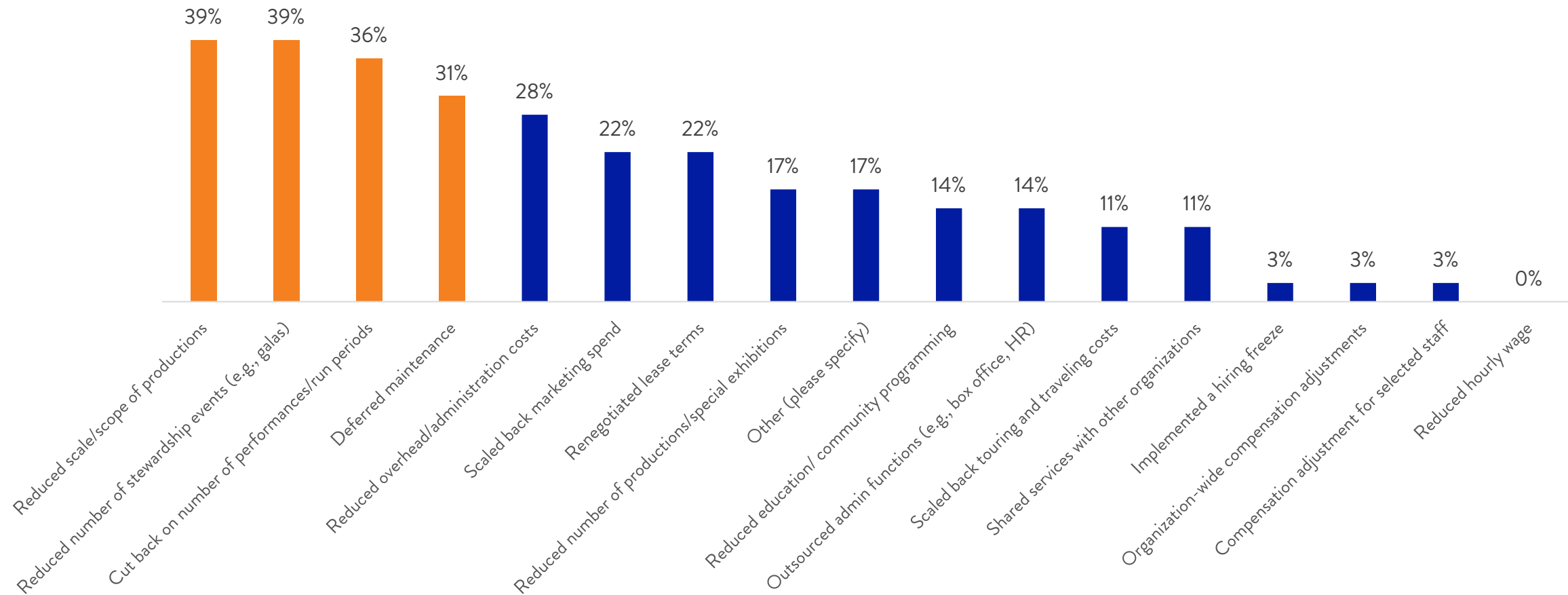
Percentage Drawn from Endowment This Fiscal Year v. Last Fiscal Year

Percentage of Org's Total Operating Budget that Endowment Draw Covers



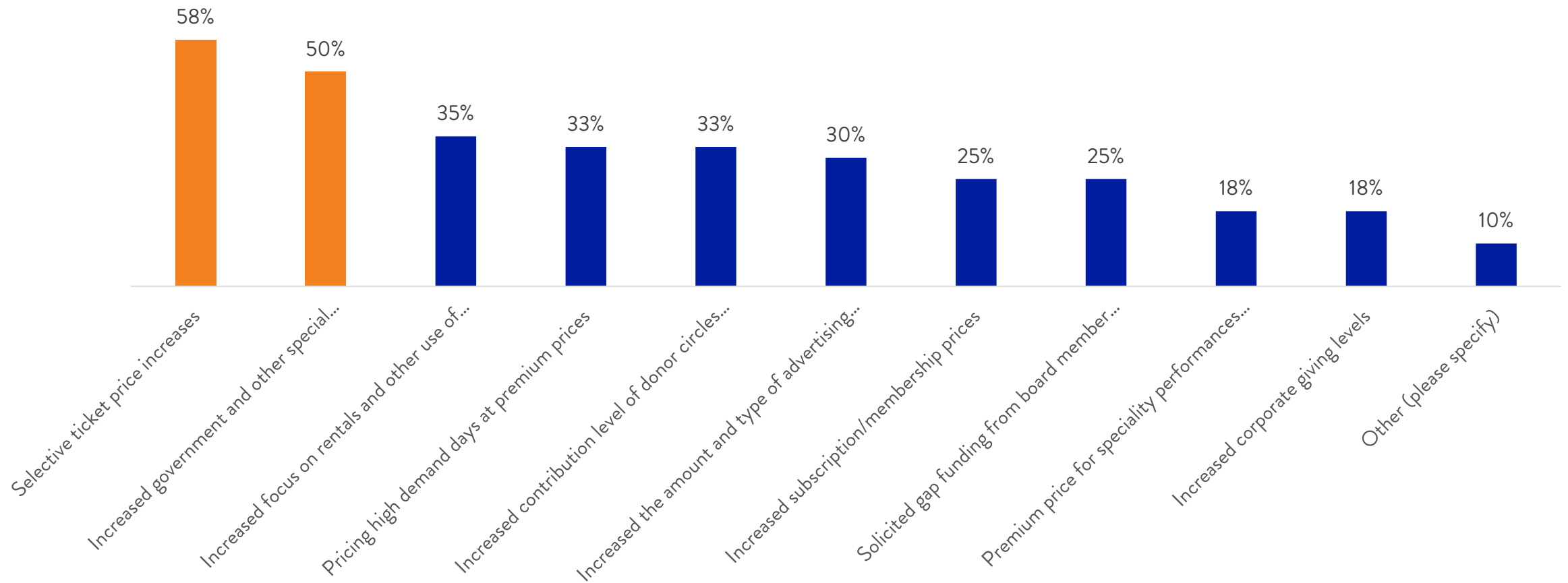
Tactics to Reduce Expenses

Over the last year, which strategies has your organization implemented to reduce expenses? *Please select all that apply.*



Tactics to Increase Revenue

Over the last year, which strategies has your organization implemented to increase revenues? *Please select all that apply.*



Budget Balancing: “Other” Responses

Over the last year, which strategies has your organization implemented to reduce expenses? *Please select all that apply.*

“Merged with [performing arts center]”

“Not hired back select positions that are open due to attrition”

“Reduced number of staff”

“Did not reduce expenses”

Over the last year, which strategies has your organization implemented to increase revenues? *Please select all that apply.*

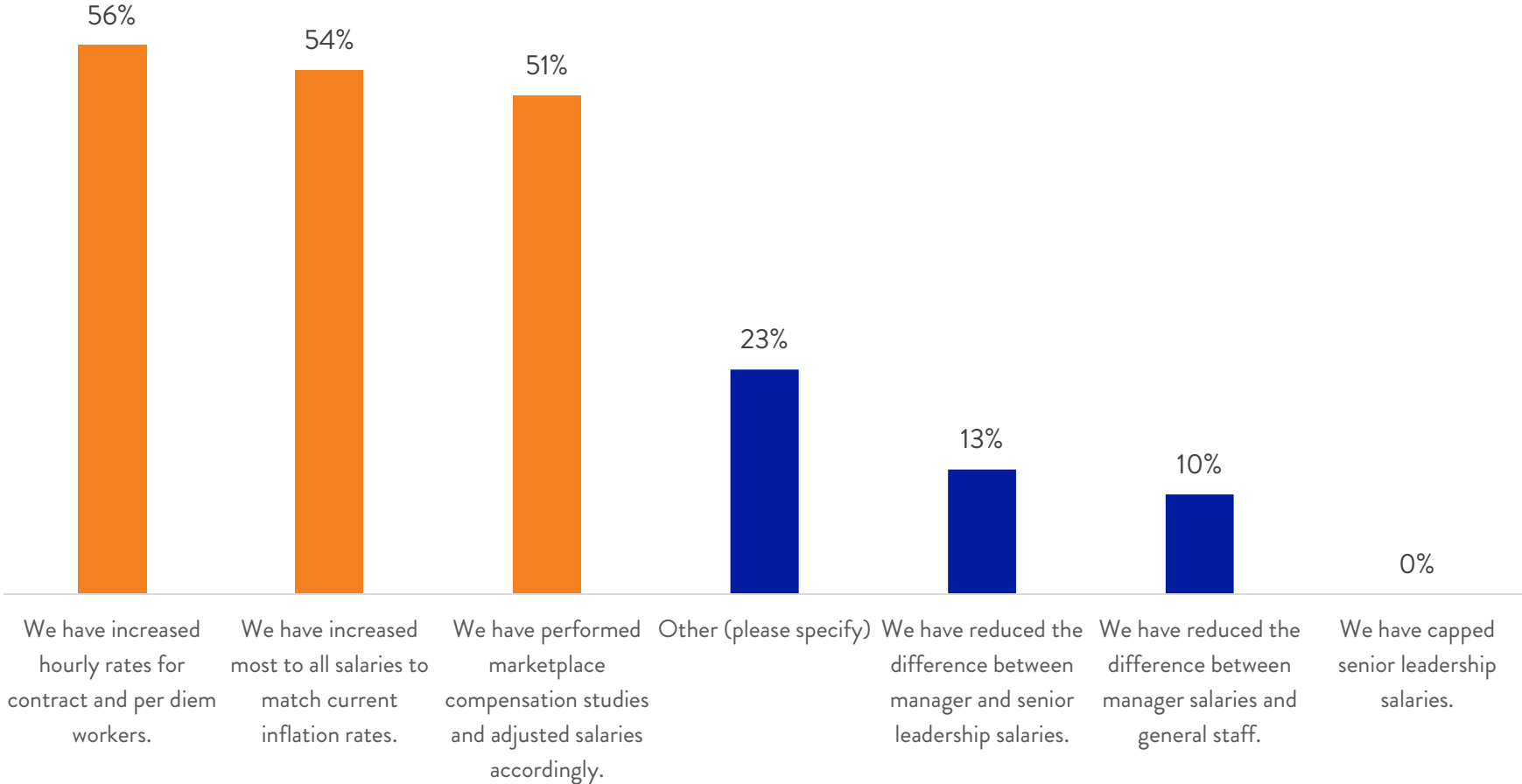
“Increased focus on Endowment growth”

“Secured naming rights”

“Selective repertoire based on historical ticket sales”

Changes to Compensation Policies

In the last year, in which ways has your organization changed its compensation policies? *Please select all that apply.*



“Other” responses include:

- Kept the same.
- No increase in salary.
- Salary increase for sole staff person.
- Everyone got a raise for the first time in years; our lowest paid staff were brought up to minimum COS for our area.
- We gave higher than typical COLA adjustments to all staff but certainly not up to inflation rate adjustments.



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