

California Art Leaders Investments CALI SURVEY QUESTIONS

Please use as a guide and complete survey online: <https://www.surveymonkey.com/r/DL2LBGY>

The Center for Cultural Innovation (CCI) has been working in partnership with The William and Flora Hewlett Foundation to invest in California's future arts leaders through individual professional development support, organizational capacity building and new networking opportunities for the state's emerging arts leaders. By completing this 20-minute survey, you will be helping us to collect critical information about arts leaders across the state.

Emerging arts leaders in California who complete this survey are also fulfilling one of the eligibility requirements for the California Art Leaders Investments (CALI) program for professional development (formerly Next Gen Arts Grant). If you have previously taken this survey, you do not need to take it again in order to qualify for CALI funding. New survey-takers should check the CALI website at www.caliarts.org for more information on how and when you can begin applying for funds.

Finally, the personal information you provide will be treated confidentially and will have no bearing on your ability to receive future grants. Only summary data will be publicly shared with survey respondents, funders and organizations in the arts field.

Thank you!

***1. First name:**

*** 2. Last name:**

*** 3. Email address:**

*** 4. Employer/Arts Organization Name:**

5. Your title or organizational role:

*** 6. Address:**

*** 7. City:**

*** 8. State:**

*** 9. Zip code:**

10. Daytime phone:

*** 11. Have you taken the survey before?**

Yes

No

*** 12. Are you currently between the age of 18 and 35 years?**

Yes

No

*** 13. Are you currently working with a California non-profit arts organization as an administrator, artist or as a board member?**

- Yes
- No

*** 14. Have you worked in the non-profit arts sector for less than 10 consecutive years?**

- Yes
- No

2. ORGANIZATIONAL DEMOGRAPHICS

If you are involved with more than one arts organization, please answer all questions based on the organization with which you have the closest affiliation.

*** 15. Pick the ONE descriptor that best fits your organization:**

- Performing Group (theater, music, dance, etc.)
- Performing Arts Presenter
- Art Museum
- Other Museum
- Gallery/Exhibit Space
- Film/Media
- Independent Press or Literary Magazine
- Fair/Festival
- Arts Center
- Arts Council/Agency
- Arts Service Organization
- Union/Professional Membership Organization
- School or School District
- College/University
- Library
- Historical Society
- Humanities Council
- Foundation or Public Funding Agency
- Other Government
- Other (please specify)

*** 16. The artistic discipline that your organization supports is best described as:**

- Dance
- Music
- Opera/Musical Theatre
- Theatre
- Visual Arts
- Design Arts
- Crafts
- Photography
- Media Arts
- Literature
- Folklife/Traditional Arts
- Humanities/Storytelling
- Multidisciplinary
- Non-Arts/Non-Humanities
- Culturally-Specific Heritage

*** 17. What is the age of your organization?**

- Start-up/Emerging: 0-5 years
- Young: 6-10 years
- Established: 11-20 years
- Mature: 21+ years
- Not Sure

*** 18. What is the annual budget of your organization?**

- \$0-\$99,999
- \$100,000-\$299,999
- \$300,000-499,999
- \$500,000-\$1,999,999
- \$2 million-\$9,999,999
- Over \$10 million
- Not sure

*** 19. How many paid staff currently work at your organization?**

- Less than 5
- Between 6-10

- Between 11-15
- Between 16-25
- More than 25
- All Volunteer Organization

3. DUTIES, INTERESTS AND COMPENSATION

*** 20. What is the nature of your employment?**

- Full-time employee
- Part-time employee
- Independent contractor
- Intern
- Board member or other volunteer

*** 21. Which term best describes your primary responsibility within your non-profit arts organization?**

- Administration/Management
- Artist (musician, writer, visual or performing artist, artistic director, designer)
- Programs
- Technical
- Arts Education
- Governance/Board Member
- Other (please specify)

*** 22. Please indicate which of the following functions you perform for your organization and rank in order of centrality to your job:**

	Major function	Moderate importance	Minor function	Do not perform
Membership, audience development or other outreach	<input type="radio"/> Membership, audience development or other outreach Major function	<input type="radio"/> Membership, audience development or other outreach Moderate importance	<input type="radio"/> Membership, audience development or other outreach Minor function	<input type="radio"/> Membership, audience development or other outreach Do not perform
Grants or Fundraising activities	<input type="radio"/> Grants or Fundraising activities Major function	<input type="radio"/> Grants or Fundraising activities Moderate importance	<input type="radio"/> Grants or Fundraising activities Minor function	<input type="radio"/> Grants or Fundraising activities Do not perform
Planning or implementing programs	<input type="radio"/> Planning or implementing programs Major function	<input type="radio"/> Planning or implementing programs Moderate importance	<input type="radio"/> Planning or implementing programs Minor function	<input type="radio"/> Planning or implementing programs Do not perform

	Major function	Moderate importance	Minor function	Do not perform
Artistic creation or design	<input type="radio"/> Artistic creation or design Major function	<input type="radio"/> Artistic creation or design Moderate importance	<input type="radio"/> Artistic creation or design Minor function	<input type="radio"/> Artistic creation or design Do not perform
Correspondence, meeting arrangements, filing	<input type="radio"/> Correspondence, meeting arrangements, filing Major function	<input type="radio"/> Correspondence, meeting arrangements, filing Moderate importance	<input type="radio"/> Correspondence, meeting arrangements, filing Minor function	<input type="radio"/> Correspondence, meeting arrangements, filing Do not perform
Publicity or Marketing	<input type="radio"/> Publicity or Marketing Major function	<input type="radio"/> Publicity or Marketing Moderate importance	<input type="radio"/> Publicity or Marketing Minor function	<input type="radio"/> Publicity or Marketing Do not perform
Accounting and finance	<input type="radio"/> Accounting and finance Major function	<input type="radio"/> Accounting and finance Moderate importance	<input type="radio"/> Accounting and finance Minor function	<input type="radio"/> Accounting and finance Do not perform
Research and writing	<input type="radio"/> Research and writing Major function	<input type="radio"/> Research and writing Moderate importance	<input type="radio"/> Research and writing Minor function	<input type="radio"/> Research and writing Do not perform
Ticket or gift shop sales	<input type="radio"/> Ticket or gift shop sales Major function	<input type="radio"/> Ticket or gift shop sales Moderate importance	<input type="radio"/> Ticket or gift shop sales Minor function	<input type="radio"/> Ticket or gift shop sales Do not perform
Personnel	<input type="radio"/> Personnel Major function	<input type="radio"/> Personnel Moderate importance	<input type="radio"/> Personnel Minor function	<input type="radio"/> Personnel Do not perform

*** 23. Please indicate which of the following skills you consider yourself good at. (Check all that apply.)**

- Public presentation
- Program planning and management
- Writing
- Strategizing
- Organizing
- Networking and partnering
- Research
- Supporting other members of the organization
- Mentoring
- Other (please specify)

*** 24. What is your overall level of satisfaction with your current job?**

- Very satisfied
- Somewhat satisfied
- Not too satisfied
- Not satisfied at all

*** 25. What are the most important things that would improve your job satisfaction?**

*** 26. Are you paid an hourly wage or annual salary?**

- Hourly wage
- Annual salary
- Not applicable

5. DUTIES, INTERESTS AND COMEPNSATION (CONT.)

*** 27. What is your current ANNUAL salary or compensation at this organization?**

- \$5,000 or less
- \$5,001 - \$10,000
- \$10,001 - \$20,000
- \$20,001 - \$40,000
- \$40,001 - \$60,000
- \$60,001 - \$80,000
- \$80,001 - \$100,000
- \$100,001 - \$150,000
- \$150,001 - \$200,000
- Above \$200,001

*** 28. Please indicate which benefits, if any, you are receiving from your arts non-profit. (Check all that apply.)**

- Full health care coverage
- Partial health care coverage
- Retirement contribution
- Do not receive benefits
- Other (please specify)

*** 29. Are you relying on other household or family members for financial support, cost-sharing, or benefits?**

- Yes
- No

*** 30. How satisfied are you with the balance between your arts organization work and your personal and/or family life?**

- Very satisfied
- Somewhat satisfied
- Not too satisfied
- Not satisfied at all

*** 31. What would increase your satisfaction with this balance?**

6. CAREER MOTIVATIONS, DETERRENTS AND ASPIRATIONS

*** 32. What originally attracted you to your current arts organizational position/role? (Check all that apply.)**

- Wanted to be involved in the arts
- Arts background
- Job description
- Compensation package
- Career path move
- Prior volunteer work or internship
- Friend's recommendation/advice
- Meaningful work to benefit the community
- Other (please specify)

*** 33. Which of the following are generally important to you in your work?**

	Very important	Somewhat important	Not too important	Not important at all
Involvement in the arts	<input type="radio"/> Involvement in the arts Very important	<input type="radio"/> Involvement in the arts Somewhat important	<input type="radio"/> Involvement in the arts Not too important	<input type="radio"/> Involvement in the arts Not important at all
Salary and benefits or other compensation	<input type="radio"/> Salary and benefits or other compensation Very	<input type="radio"/> Salary and benefits or other compensation	<input type="radio"/> Salary and benefits or other compensation Not	<input type="radio"/> Salary and benefits or other compensation Not

	Very important	Somewhat important	Not too important	Not important at all
	important	Somewhat important	too important	important at all
Job security	<input type="radio"/> Job security Very important	<input type="radio"/> Job security Somewhat important	<input type="radio"/> Job security Not too important	<input type="radio"/> Job security Not important at all
Time flexibility (flex time, family leave)	<input type="radio"/> Time flexibility (flex time, family leave) Very important	<input type="radio"/> Time flexibility (flex time, family leave) Somewhat important	<input type="radio"/> Time flexibility (flex time, family leave) Not too important	<input type="radio"/> Time flexibility (flex time, family leave) Not important at all
Work location (distance from home to work)	<input type="radio"/> Work location (distance from home to work) Very important	<input type="radio"/> Work location (distance from home to work) Somewhat important	<input type="radio"/> Work location (distance from home to work) Not too important	<input type="radio"/> Work location (distance from home to work) Not important at all
Opportunities for fun at work	<input type="radio"/> Opportunities for fun at work Very important	<input type="radio"/> Opportunities for fun at work Somewhat important	<input type="radio"/> Opportunities for fun at work Not too important	<input type="radio"/> Opportunities for fun at work Not important at all
Opportunities to work with people you admire and enjoy	<input type="radio"/> Opportunities to work with people you admire and enjoy Very important	<input type="radio"/> Opportunities to work with people you admire and enjoy Somewhat important	<input type="radio"/> Opportunities to work with people you admire and enjoy Not too important	<input type="radio"/> Opportunities to work with people you admire and enjoy Not important at all
Absence of stress	<input type="radio"/> Absence of stress Very important	<input type="radio"/> Absence of stress Somewhat important	<input type="radio"/> Absence of stress Not too important	<input type="radio"/> Absence of stress Not important at all
Opportunities to participate in work design	<input type="radio"/> Opportunities to participate in work design Very important	<input type="radio"/> Opportunities to participate in work design Somewhat important	<input type="radio"/> Opportunities to participate in work design Not too important	<input type="radio"/> Opportunities to participate in work design Not important at all
Decision-making authority	<input type="radio"/> Decision-making authority Very important	<input type="radio"/> Decision-making authority Somewhat important	<input type="radio"/> Decision-making authority Not too important	<input type="radio"/> Decision-making authority Not important at all
Opportunities to be of service, produce something of value	<input type="radio"/> Opportunities to be of service, produce something of value Very important	<input type="radio"/> Opportunities to be of service, produce something of value Somewhat important	<input type="radio"/> Opportunities to be of service, produce something of value Not too important	<input type="radio"/> Opportunities to be of service, produce something of value Not important at all
Human contact, respect from employers, staff and clients	<input type="radio"/> Human contact, respect from employers, staff and clients Very important	<input type="radio"/> Human contact, respect from employers, staff and clients Somewhat important	<input type="radio"/> Human contact, respect from employers, staff and clients Not too important	<input type="radio"/> Human contact, respect from employers, staff and clients Not important at all

	Very important	Somewhat important	Not too important	Not important at all
Cooperation on the job	<input type="radio"/> Cooperation on the job Very important	<input type="radio"/> Cooperation on the job Somewhat important	<input type="radio"/> Cooperation on the job Not too important	<input type="radio"/> Cooperation on the job Not important at all
Career-building aspects of the job	<input type="radio"/> Career-building aspects of the job Very important	<input type="radio"/> Career-building aspects of the job Somewhat important	<input type="radio"/> Career-building aspects of the job Not too important	<input type="radio"/> Career-building aspects of the job Not important at all
Opportunities to network with young professionals in other organizations	<input type="radio"/> Opportunities to network with young professionals in other organizations Very important	<input type="radio"/> Opportunities to network with young professionals in other organizations Somewhat important	<input type="radio"/> Opportunities to network with young professionals in other organizations Not too important	<input type="radio"/> Opportunities to network with young professionals in other organizations Not important at all

*** 34. Please indicate your satisfaction with your current non-profit arts sector job on the following measures:**

	Very satisfied	Somewhat satisfied	Not too satisfied	Not satisfied at all
Involvement in the arts	<input type="radio"/> Involvement in the arts Very satisfied	<input type="radio"/> Involvement in the arts Somewhat satisfied	<input type="radio"/> Involvement in the arts Not too satisfied	<input type="radio"/> Involvement in the arts Not satisfied at all
Additional Comment	<input type="text"/>			
Salary and benefits or other compensation	<input type="radio"/> Salary and benefits or other compensation Very satisfied	<input type="radio"/> Salary and benefits or other compensation Somewhat satisfied	<input type="radio"/> Salary and benefits or other compensation Not too satisfied	<input type="radio"/> Salary and benefits or other compensation Not satisfied at all
Additional Comment	<input type="text"/>			
Job security	<input type="radio"/> Job security Very satisfied	<input type="radio"/> Job security Somewhat satisfied	<input type="radio"/> Job security Not too satisfied	<input type="radio"/> Job security Not satisfied at all
Additional Comment	<input type="text"/>			
Time flexibility (flex time, family leave)	<input type="radio"/> Time flexibility (flex time, family leave) Very satisfied	<input type="radio"/> Time flexibility (flex time, family leave) Somewhat satisfied	<input type="radio"/> Time flexibility (flex time, family leave) Not too satisfied	<input type="radio"/> Time flexibility (flex time, family leave) Not satisfied at all
Additional Comment	<input type="text"/>			
Work location (distance from home to work)	<input type="radio"/> Work location (distance from home to work) Very satisfied	<input type="radio"/> Work location (distance from home to work) Somewhat satisfied	<input type="radio"/> Work location (distance from home to work) Not too satisfied	<input type="radio"/> Work location (distance from home to work) Not satisfied at all
Additional Comment	<input type="text"/>			

	Very satisfied	Somewhat satisfied	Not too satisfied	Not satisfied at all
Opportunities for fun at work	<input type="radio"/> Opportunities for fun at work Very satisfied	<input type="radio"/> Opportunities for fun at work Somewhat satisfied	<input type="radio"/> Opportunities for fun at work Not too satisfied	<input type="radio"/> Opportunities for fun at work Not satisfied at all
Additional Comment	<input type="text"/>			
Opportunities to work with people you admire and enjoy	<input type="radio"/> Opportunities to work with people you admire and enjoy Very satisfied	<input type="radio"/> Opportunities to work with people you admire and enjoy Somewhat satisfied	<input type="radio"/> Opportunities to work with people you admire and enjoy Not too satisfied	<input type="radio"/> Opportunities to work with people you admire and enjoy Not satisfied at all
Additional Comment	<input type="text"/>			
Absence of stress	<input type="radio"/> Absence of stress Very satisfied	<input type="radio"/> Absence of stress Somewhat satisfied	<input type="radio"/> Absence of stress Not too satisfied	<input type="radio"/> Absence of stress Not satisfied at all
Additional Comment	<input type="text"/>			
Opportunities to participate in work design	<input type="radio"/> Opportunities to participate in work design Very satisfied	<input type="radio"/> Opportunities to participate in work design Somewhat satisfied	<input type="radio"/> Opportunities to participate in work design Not too satisfied	<input type="radio"/> Opportunities to participate in work design Not satisfied at all
Additional Comment	<input type="text"/>			
Decision-making authority	<input type="radio"/> Decision-making authority Very satisfied	<input type="radio"/> Decision-making authority Somewhat satisfied	<input type="radio"/> Decision-making authority Not too satisfied	<input type="radio"/> Decision-making authority Not satisfied at all
Additional Comment	<input type="text"/>			
Opportunities to be of service, produce something of value	<input type="radio"/> Opportunities to be of service, produce something of value Very satisfied	<input type="radio"/> Opportunities to be of service, produce something of value Somewhat satisfied	<input type="radio"/> Opportunities to be of service, produce something of value Not too satisfied	<input type="radio"/> Opportunities to be of service, produce something of value Not satisfied at all
Additional Comment	<input type="text"/>			
Human contact, respect from employers, staff and clients	<input type="radio"/> Human contact, respect from employers, staff and clients Very satisfied	<input type="radio"/> Human contact, respect from employers, staff and clients Somewhat satisfied	<input type="radio"/> Human contact, respect from employers, staff and clients Not too satisfied	<input type="radio"/> Human contact, respect from employers, staff and clients Not satisfied at all
Additional Comment	<input type="text"/>			
Cooperation on the job	<input type="radio"/> Cooperation on the job Very satisfied	<input type="radio"/> Cooperation on the job Somewhat satisfied	<input type="radio"/> Cooperation on the job Not too satisfied	<input type="radio"/> Cooperation on the job Not satisfied at all
Additional Comment	<input type="text"/>			
Career-building aspects of the job	<input type="radio"/> Career-building	<input type="radio"/> Career-building	<input type="radio"/> Career-building	<input type="radio"/> Career-building

Very satisfied	Somewhat satisfied	Not too satisfied	Not satisfied at all
aspects of the job	aspects of the job	aspects of the job	aspects of the job
Very satisfied	Somewhat satisfied	Not too satisfied	Not satisfied at all

Additional Comment

Opportunities to network with young professionals in other organizations	<input type="radio"/> Opportunities to network with young professionals in other organizations Very satisfied	<input type="radio"/> Opportunities to network with young professionals in other organizations Somewhat satisfied	<input type="radio"/> Opportunities to network with young professionals in other organizations Not too satisfied	<input type="radio"/> Opportunities to network with young professionals in other organizations Not satisfied at all
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Additional Comment

*** 35. Do you see your work in the non-profit arts as a long-term career path or temporary?**

- Long-term career path
- Temporary

8. CAREER MOTIVATIONS, DETERRENTS AND ASPIRATIONS (CONT.)

*** 36. Does your career plan include blending an arts organizational job with your own artistic pursuits?**

- Yes
- No

*** 37. Five years from now I see myself as most likely: (check one)**

- Working with this same organization
- The head of or a more responsible position in this same organization
- The head of or a more responsible position in a different organization
- Working for a different organization in the non-profit arts sector
- Starting my own non-profit arts organization
- Working in the commercial art sector
- Working primarily as an artist
- Working in the same job area/role but in another non-profit area
- Working in the private sector
- Working in the public sector
- Back in school
- Reducing my work hours or not working to spend more time with family
- Doing something completely different
- Not working

*** 38. Five years from now, do you see yourself as working/living in California?**

- Yes
- No

*** 39. Which ONE of the following descriptions best captures your feelings about the opportunity to have a fulfilling career in a non-profit arts organization?**

- I am feeling optimistic about having a fulfilling career in this field
- I am feeling pessimistic about having a fulfilling career in this field
- Neither, I am not looking for a career in the non-profit arts

*** 40. Please rate the following in their importance to you as you consider non-profit arts administration as a career path:**

	Very important	Somewhat important	Not too important	Not important at all
Compensation (salary et. al.)	<input type="radio"/> Compensation (salary et. al.) Very important	<input type="radio"/> Compensation (salary et. al.) Somewhat important	<input type="radio"/> Compensation (salary et. al.) Not too important	<input type="radio"/> Compensation (salary et. al.) Not important at all
Benefits (medical. insurance etc.)	<input type="radio"/> Benefits (medical. insurance etc.) Very important	<input type="radio"/> Benefits (medical. insurance etc.) Somewhat important	<input type="radio"/> Benefits (medical. insurance etc.) Not too important	<input type="radio"/> Benefits (medical. insurance etc.) Not important at all
Decision making authority	<input type="radio"/> Decision making authority Very important	<input type="radio"/> Decision making authority Somewhat important	<input type="radio"/> Decision making authority Not too important	<input type="radio"/> Decision making authority Not important at all
Job security	<input type="radio"/> Job security Very important	<input type="radio"/> Job security Somewhat important	<input type="radio"/> Job security Not too important	<input type="radio"/> Job security Not important at all
Chances for advancement & promotion	<input type="radio"/> Chances for advancement & promotion Very important	<input type="radio"/> Chances for advancement & promotion Somewhat important	<input type="radio"/> Chances for advancement & promotion Not too important	<input type="radio"/> Chances for advancement & promotion Not important at all
Working relationship & networking with peers	<input type="radio"/> Working relationship & networking with peers Very important	<input type="radio"/> Working relationship & networking with peers Somewhat important	<input type="radio"/> Working relationship & networking with peers Not too important	<input type="radio"/> Working relationship & networking with peers Not important at all
Physical working environment	<input type="radio"/> Physical working environment Very important	<input type="radio"/> Physical working environment Somewhat important	<input type="radio"/> Physical working environment Not too important	<input type="radio"/> Physical working environment Not important at all
Absence of stress on the job	<input type="radio"/> Absence of	<input type="radio"/> Absence of	<input type="radio"/> Absence of	<input type="radio"/> Absence of

	Very important	Somewhat important	Not too important	Not important at all
	stress on the job Very important	stress on the job Somewhat important	stress on the job Not too important	stress on the job Not important at all
Respect for my family commitments	<input type="radio"/> Respect for my family commitments Very important	<input type="radio"/> Respect for my family commitments Somewhat important	<input type="radio"/> Respect for my family commitments Not too important	<input type="radio"/> Respect for my family commitments Not important at all
Opportunities for professional development (training, mentoring etc.)	<input type="radio"/> Opportunities for professional development (training, mentoring etc.) Very important	<input type="radio"/> Opportunities for professional development (training, mentoring etc.) Somewhat important	<input type="radio"/> Opportunities for professional development (training, mentoring etc.) Not too important	<input type="radio"/> Opportunities for professional development (training, mentoring etc.) Not important at all
Ability to make a positive impact on society	<input type="radio"/> Ability to make a positive impact on society Very important	<input type="radio"/> Ability to make a positive impact on society Somewhat important	<input type="radio"/> Ability to make a positive impact on society Not too important	<input type="radio"/> Ability to make a positive impact on society Not important at all
My own artistic career commitment	<input type="radio"/> My own artistic career commitment Very important	<input type="radio"/> My own artistic career commitment Somewhat important	<input type="radio"/> My own artistic career commitment Not too important	<input type="radio"/> My own artistic career commitment Not important at all
The relevance of this work to my goals and aspirations	<input type="radio"/> The relevance of this work to my goals and aspirations Very important	<input type="radio"/> The relevance of this work to my goals and aspirations Somewhat important	<input type="radio"/> The relevance of this work to my goals and aspirations Not too important	<input type="radio"/> The relevance of this work to my goals and aspirations Not important at all
Type of job (function)	<input type="radio"/> Type of job (function) Very important	<input type="radio"/> Type of job (function) Somewhat important	<input type="radio"/> Type of job (function) Not too important	<input type="radio"/> Type of job (function) Not important at all

* 41. Are you interested in moving up the hierarchy of your organization?

- Yes
- No
- Not Sure
- Not Applicable

* 42. Please indicate the degree to which you agree or disagree with the following statements:

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I need more leadership training.	<input type="radio"/> I need more leadership training. Strongly Agree	<input type="radio"/> I need more leadership training. Agree	<input type="radio"/> I need more leadership training. Neither Agree nor Disagree	<input type="radio"/> I need more leadership training. Disagree	<input type="radio"/> I need more leadership training. Strongly Disagree
I need more direct experience in leadership positions.	<input type="radio"/> I need more direct experience in leadership positions. Strongly Agree	<input type="radio"/> I need more direct experience in leadership positions. Agree	<input type="radio"/> I need more direct experience in leadership positions. Neither Agree nor Disagree	<input type="radio"/> I need more direct experience in leadership positions. Disagree	<input type="radio"/> I need more direct experience in leadership positions. Strongly Disagree
I am not sure how to go about taking on greater leadership roles.	<input type="radio"/> I am not sure how to go about taking on greater leadership roles. Strongly Agree	<input type="radio"/> I am not sure how to go about taking on greater leadership roles. Agree	<input type="radio"/> I am not sure how to go about taking on greater leadership roles. Neither Agree nor Disagree	<input type="radio"/> I am not sure how to go about taking on greater leadership roles. Disagree	<input type="radio"/> I am not sure how to go about taking on greater leadership roles. Strongly Disagree
My age or inexperience prevents me from advancing in my organization.	<input type="radio"/> My age or inexperience prevents me from advancing in my organization. Strongly Agree	<input type="radio"/> My age or inexperience prevents me from advancing in my organization. Agree	<input type="radio"/> My age or inexperience prevents me from advancing in my organization. Neither Agree nor Disagree	<input type="radio"/> My age or inexperience prevents me from advancing in my organization. Disagree	<input type="radio"/> My age or inexperience prevents me from advancing in my organization. Strongly Disagree
Those in current leadership positions do not nurture my growth as a leader.	<input type="radio"/> Those in current leadership positions do not nurture my growth as a leader. Strongly Agree	<input type="radio"/> Those in current leadership positions do not nurture my growth as a leader. Agree	<input type="radio"/> Those in current leadership positions do not nurture my growth as a leader. Neither Agree nor Disagree	<input type="radio"/> Those in current leadership positions do not nurture my growth as a leader. Disagree	<input type="radio"/> Those in current leadership positions do not nurture my growth as a leader. Strongly Disagree
My organization does not have an adequate budget for professional development.	<input type="radio"/> My organization does not have an adequate budget for professional development. Strongly Agree	<input type="radio"/> My organization does not have an adequate budget for professional development. Agree	<input type="radio"/> My organization does not have an adequate budget for professional development. Neither Agree nor Disagree	<input type="radio"/> My organization does not have an adequate budget for professional development. Disagree	<input type="radio"/> My organization does not have an adequate budget for professional development. Strongly Disagree

	Less than 1 yr	1 yr	2 yrs	3 yrs	4 yrs	5 yrs	6 yrs	7 yrs	8 yrs	9 yrs
In the arts field	<input type="radio"/> In the arts field Less than 1 yr	<input type="radio"/> In the arts field 1 yr	<input type="radio"/> In the arts field 2 yrs	<input type="radio"/> In the arts field 3 yrs	<input type="radio"/> In the arts field 4 yrs	<input type="radio"/> In the arts field 5 yrs	<input type="radio"/> In the arts field 6 yrs	<input type="radio"/> In the arts field 7 yrs	<input type="radio"/> In the arts field 8 yrs	<input type="radio"/> In the arts field 9 yrs
	<input type="radio"/> In non-profit work of any sort Less than 1 yr	<input type="radio"/> In non-profit work of any sort 1 yr	<input type="radio"/> In non-profit work of any sort 2 yrs	<input type="radio"/> In non-profit work of any sort 3 yrs	<input type="radio"/> In non-profit work of any sort 4 yrs	<input type="radio"/> In non-profit work of any sort 5 yrs	<input type="radio"/> In non-profit work of any sort 6 yrs	<input type="radio"/> In non-profit work of any sort 7 yrs	<input type="radio"/> In non-profit work of any sort 8 yrs	<input type="radio"/> In non-profit work of any sort 9 yrs
In another field	<input type="radio"/> In another field Less than 1 yr	<input type="radio"/> In another field 1 yr	<input type="radio"/> In another field 2 yrs	<input type="radio"/> In another field 3 yrs	<input type="radio"/> In another field 4 yrs	<input type="radio"/> In another field 5 yrs	<input type="radio"/> In another field 6 yrs	<input type="radio"/> In another field 7 yrs	<input type="radio"/> In another field 8 yrs	<input type="radio"/> In another field 9 yrs

*** 45. If you have changed careers, what profession or career path were you in before you started working in the arts:**

*** 46. What kinds of training have you had for your current work? (Check all that apply.)**

- Higher education arts training (four courses or more)
- Liberal arts degree
- Arts-related masters degree or higher
- Higher education business or management training
- Internships, apprenticeships
- On-the-job training at your current organization
- On-the-job training at another organization (public, non-profit, commercial)
- Work as an artist
- Self-taught
- Informal peer networks
- Informal learning from teachers or mentors
- Instruction offered through community centers or organizations
- Instruction offered through artist-serving associations or membership organizations
- Private studio or individual instruction outside of formal degree programs
- Other (please specify)

*** 47. If you are an employee, have you been promoted within your organization?**

- Yes
- No
- Not Applicable

10. TRAINING AND EXPERIENCE EMPLOYEE

*** 48. If yes, did that promotion come with a: (Check all that apply.)**

- Title change
- Salary increase
- Workload increase

11. TRAINING AND EXPERIENCE (CONT.)

*** 49. If you are a board member, have you received recognition for your contributions such as requests to take on greater responsibilities (e.g. board chair, committee chair, greater decision-making roles)?**

- Yes
- No
- Not Applicable

*** 50. How satisfied are you with the training or mentoring that you have received at your current organization:**

- Very satisfied
- Somewhat satisfied
- Not too satisfied
- Not satisfied at all

*** 51. What kinds of training are you most interested in for improving your current performance and future contributions to your organization?**

12. EXTERNAL RESOURCES AND SUPPORT SYSTEMS

*** 52. Do you currently have good relationships with peers (ages 18-35) working in the arts or other sectors from who you learn and with whom you can compare notes?**

Yes

No

Comments

*** 53. Do you have access to organizations, listservs, social networks or other resources that help you find and keep in touch with your professional peers?**

Yes

No

If yes, please specify

*** 54. How satisfied are you with your access to senior leaders at your current organization who you consider mentors and to whom you can turn to for advice and encouragement?**

Very satisfied

Somewhat satisfied

Not too satisfied

Not satisfied at all

*** 55. Do you have other senior leaders that you turn to as mentors for advice and encouragement?**

Yes

No

*** 56. Do you currently take advantage of professional development workshops or conferences to receive training and network with other emerging arts professionals?**

Yes

No

*** 57. At this stage of your career, what skills would be most helpful for you to develop? (Check all that apply)**

Achieving better work/life balance.

Strengthening my communication skills.

Taking greater risks.

Understanding my own leadership style.

Understanding my own strengths and limitations.

Understanding the artistic side of running an arts organization.

Understanding the business side of running an arts organization.

Using networking and connections to achieve results.

- Working with and managing boards of directors.
- Working with conflict in healthy and productive ways.
- I don't need to develop leadership skills right now.
- Advocating for the arts.
- Asking for accountability in myself, and others.
- Developing and communicating the organization's vision.
- Developing programs and evaluation strategies.
- Empowering my staff for greater results.
- Fundraising.
- Increasing my effectiveness in community initiatives.
- Promoting and managing teamwork.
- Setting an organization or community initiative's direction.
- Other (please specify)

*** 58. What else can you tell us about how to cultivate and nurture next generation leadership in California-based arts organizations?**

13. PERSONAL DEMOGRAPHICS

*** 59. What is your birth date?**

*** 60. What is your gender?**

- Male
- Female
- Transgender

*** 61. What is your primary race/ethnicity?**

- African American/African Descent
- Asian, Asian American, Pacific Islander
- Latino, Hispanic, Chicano
- Native American, Native Alaskan
- Caucasian, White
- Multi-racial
- Other (please specify)

*** 62. What is your annual household income?**

- \$5,001 – 10,000
- \$10,001 – 20,000
- \$20,001 – 40,000
- \$40,001 – 60,000
- \$60,001 – 80,000
- \$80,001 – 100,000
- \$100,001 – 150,000
- \$150,001 – 200,000
- Above \$200,001

*** 63. Do you live in a central city, suburb, small town, or rural area?**

- Central city
- Suburb
- Small Town
- Rural area

*** 64. Are you willing/interested in updating this profile annually to assist the Irvine and Hewlett Foundations and CCI in better serving the needs of emerging arts professionals in California?**

- Yes
- No, thanks

*** 65. Are you interested in receiving a summary of past or future survey results and other information on future California Emerging Arts Leadership activities?**

- Yes (you can unsubscribe at any time)
- No, thanks

66. Preferred email address: