



# Business Contributions to the Arts

2017 Edition



In association with



# Business Contributions to the Arts

2017 Edition

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# About this Report

Since 1969, Americans for the Arts through the Business Committee for the Arts (BCA) has been conducting the BCA National Survey of Business Support for the Arts. The survey looks at trends in support for the arts from small, midsize, and large US businesses. For the first time since the initial BCA Survey in 1969, Americans for the Arts has partnered with The Conference Board to conduct the online survey, building on previous findings to examine trends in business support and employee engagement for the arts. The survey draws on 125 responses from companies of all sizes that participate in corporate philanthropy, employee engagement, volunteer programs, or sponsorships. The survey was conducted in the fall of 2016 and asked for information based on corporate practices existing at the time of the survey compilation.

## Qualitative interviews

In addition to the quantitative survey, Americans for the Arts contracted with Shugoll Research to conduct research to understand businesses' attitudes about arts philanthropy among current arts donors. A total of 15 in-depth telephone interviews of 20 minutes each were conducted with philanthropic decision makers at businesses that donate to the arts. The interviews took place between February 9, 2017 and February 24, 2017. The decision makers were recruited from lists provided by the BCA. Quotes from these interviews are included throughout this report. Consistent with the survey findings, these quotes are reported anonymously.

## Using this report

The report is divided into three parts:

**Part I: Arts Contributions Practices** discusses the organization of arts support at companies, paying specific attention to the budgetary sources for arts support and how these resources compare with general philanthropic practices. Benchmarking information in this section includes the amount of funding dedicated to the arts (including cash and noncash donations), changes in funding in recent years, predicted changes in the next 12 months, and reasons for companies supporting the arts.

**Part II: Staffing** reviews the staffing practices for supporting the arts at companies, including staff numbers, functional representation, and decision-making authority.

**Part III: Measurement and Impact** looks at the approach companies take to measuring the impact of arts support, including benchmarks on the number of companies currently measuring arts support, the types of metrics that companies are collecting, and the perceived business and societal impacts that companies observe from supporting the arts.

Throughout the report, survey findings are categorized and analyzed according to the business industry and the size of participating companies. They are reported alongside aggregate numbers to allow for comparison.

Companies were first categorized according to 10 industry groups, using the Global Industry Classification Standard (GICS) codes (Exhibit 1).

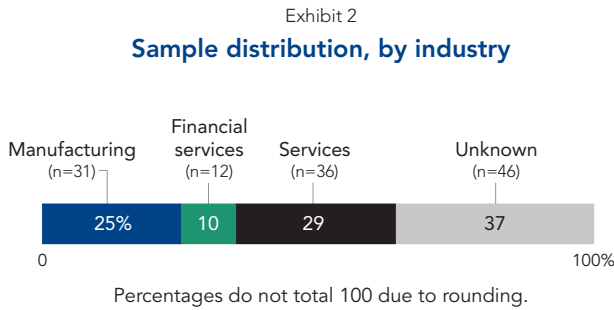
Exhibit 1

### Industry Groups and GICS Codes

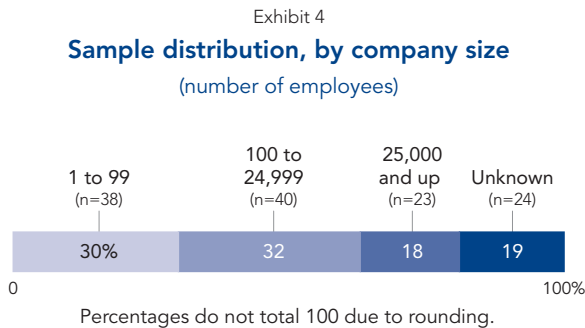
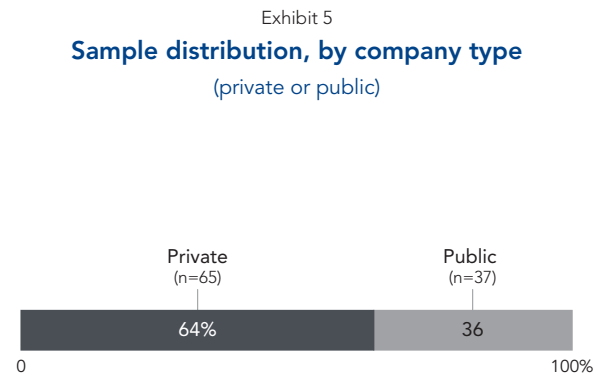
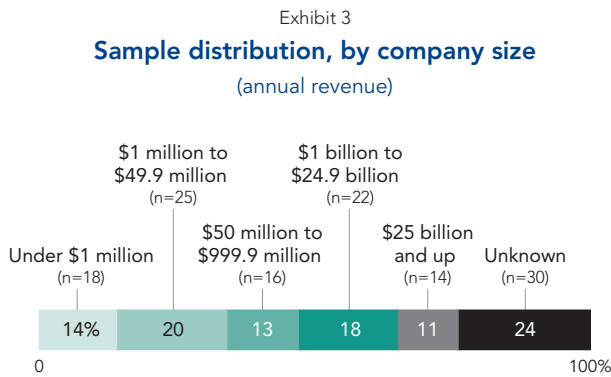
GICS Sector	GICS Code	GICS Industry Group	GICS subcode	Corporate communication practices classification
Consumer discretionary	25	Automobiles & components	2510	Manufacturing
		Consumer durables & apparel	2520	Manufacturing
		Consumer services	2530	Nonfinancial services
		Media	2540	Nonfinancial services
		Retailing	2550	Nonfinancial services
Consumer staples	30	Food & staples retailing	3010	Nonfinancial services
		Food, beverage & tobacco	3020	Manufacturing
		Household & personal products	3030	Manufacturing
Energy	10	Energy	1010	Manufacturing
Financials	40	Banks	4010	Financials
		Diversified financials	4020	Financials
		Insurance	4030	Financials
		Real estate	4040	Financials
Healthcare	35	Healthcare equipment & services	3510	Nonfinancial services
		Pharmaceuticals & biotechnology	3520	Manufacturing
Industrials	20	Capital goods	2010	Manufacturing
		Commercial & professional services	2020	Nonfinancial services
		Transportation	2030	Nonfinancial services
Information technology	45	Software & services	4510	Nonfinancial services
		Technology hardware & equipment	4520	Manufacturing
		Semiconductors & semiconductor equipment	4530	Manufacturing
Materials	15	Materials	1510	Manufacturing
Telecommunication services	50	Telecommunication services	5010	Nonfinancial services
Utilities	55	Utilities	5510	Nonfinancial services

Source: The Conference Board/Americans for the Arts, 2017.

For ease of reference and to ensure statistical meaningfulness of survey data, findings were then computed according to three large business sectors, with the 10 industries now aggregated into manufacturing, financial services, and nonfinancial services (Exhibit 2). The report further segments findings along three annual revenue categories (Exhibit 3) as well as three groups by number of employees (Exhibit 4).



Industry	n=	Percent of total
Consumer discretionary	14	14%
Consumer staples	5	5%
Energy	2	2%
Financials	26	25%
Healthcare	3	3%
Industrials	10	10%
Information technology	9	9%
Materials	5	5%
Telecommunication services	2	2%
Utilities	3	3%
Not applicable	23	23%
<b>Total</b>	<b>102</b>	<b>100%</b>



Source: The Conference Board/Americans for the Arts, 2017.

The sample was also segmented by company type (public or private) and geographic presence (Exhibits 2–5). For public companies, distributions by securities exchange, equity index, market capitalization, and geographic presence are broken down (Exhibits 6–9).

Unless otherwise specified, figures included in this report refer to mean (average) values.

Exhibit 6

**Sample distribution, by geographic presence**

World region	n=	Percent of total
North America	102	100%
Europe	34	33
Asia Pacific	27	26
Latin America	26	25
Africa	16	16

Exhibit 8

**Sample distribution, by equity index**

Market index	n=	Percent of total
Dow 30	1	3%
Fortune 100	7	19
Fortune 500	14	38
S&P 100	1	3
S&P 500	8	22
Russell 1000	3	8
Russell 2000	3	8
Other	3	8
None	1	3
I don't know	6	16

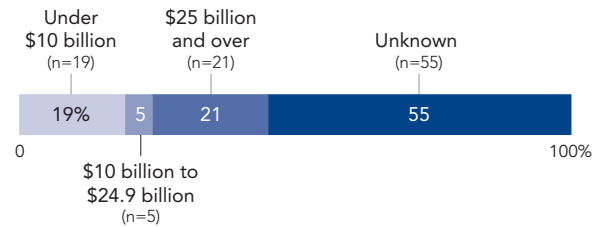
Exhibit 7

**Sample distribution, by securities exchange**



Exhibit 9

**Sample distribution, by market capitalization**



Source: The Conference Board/Americans for the Arts, 2017.



Due to Americans for the Arts' position as an advisor and supporter of arts organizations around the country, in some instances recommendations have been made for how arts organizations could strategize based on the information. Otherwise, none of the commentaries included are intended as recommendations to businesses. The Conference Board and Americans for the Arts recommend that decisions in this field be made after careful consideration of the specific circumstances the company faces in the current marketplace, including its reputational standing, stakeholder relations, and business needs.

### **About the Survey Data**

Data in this report should be interpreted with caution. The report offers a comprehensive set of charts segmenting aggregate data across industries and size groups. However, due to the limited size of these segments, findings should be interpreted as a meaningful indication of the choices made by a select group of companies, rather than statistically reliable evidence of trends and prevailing practices. For this reason and in the interest of full transparency to the reader, each of the figures included in these pages, including those representing the frequency of survey responses, discloses the size of the underlying sample.

# Key Findings

**Businesses are looking to engage their employees through the arts, helping fuel attraction and retention** Employee engagement remains a priority for the business community. In *The Conference Board CEO Challenge*<sup>®</sup> CEOs reported that strategies to improve productivity center on “developing talent from within, improving leadership skills and pipeline, and building a performance culture through engagement, measurement, and accountability.”<sup>1</sup> Companies consider the arts to be important in building quality of life, stimulating creative thinking and problem solving, and offering networking opportunities and the potential to develop new business and build market share. These positive impacts help companies attract and retain employees, particularly as the war for talent intensifies. Companies provided a range of arts-related activities to employees, which also help with attraction, engagement, leadership and development, and retention. The highest percentage of companies reported offering:

- Board service opportunities at arts organizations (68 percent)
- Volunteer opportunities at arts organizations (65 percent)
- Free or discounted tickets to arts events (63 percent)

Businesses are bringing the arts into the workplace by having a corporate art collection (42 percent of companies); presenting concerts or art exhibitions in the workplace (25 percent); and holding employee art exhibitions, battle of the bands, or performances of employee art work (21 percent).

Large companies (for example, those with 25,000+ employees) were more likely to say the arts address issues of diversity in the workplace (43 percent), compared to medium and small companies (32 percent and 15 percent respectively). The difference is much clearer by employee numbers than by revenue and likely reflects structures at companies with large employee bases to improve diversity and inclusion (through employee resource groups, for example).

**Companies have tended not to decrease their arts contributions since 2013** Arts organizations enjoyed a positive three years from 2013-2016, with the vast majority of companies either maintaining (44 percent) or increasing (45 percent) their arts support. This could reflect a positive business environment generally. The rates of arts support mirror those of general corporate philanthropy reported by *Giving in Numbers*, published by CECF in association with The Conference Board, which has seen a slow but steady improvement in overall philanthropic gifts since 2013. In addition to philanthropy, arts support often comes in the form of marketing or sponsorship dollars, which can also help to explain why there has not been a slowdown recently, as companies—smaller ones, in particular—turn to the arts to support brand recognition and growth.

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1 Charles Mitchell, Rebecca L. Ray, and Bart van Ark, *CEO Challenge 2017: Leading through Risk, Disruption, and Transformation*, The Conference Board, 2017.

**Expectations for business contributions to the arts could depend on governmental support** Government support for the arts is under threat from the Trump Administration in the FY2018 budget. The private sector could be asked to increase resources to a sector that faces potential government cutbacks following the Trump Administration's threat to cut the National Endowment for the Arts (NEA). In interviews, respondents said it was too early to know, but there could be more pressure on them to increase funding and advocacy. However, it is likely that companies will also see pressure to increase contributions to other sectors facing cuts in the federal budget (for example, environmental issues).

**Smaller companies appear more likely to support the arts than their larger counterparts** As found in previous editions of *Business Contributions to the Arts*, smaller companies punch above their weight in terms of arts support. Overall, arts typically make up 27 percent of a company's overall philanthropic giving; however, that percentage increases to 47 percent among companies with 1-99 employees, 48 percent for companies with revenue of less than \$1million, and 46 percent for companies with revenue between \$1 million and \$49.9 million.

This is often due to a higher number of small company participants in the survey, but it also reflects the fact that small businesses tend to focus either their businesses or community engagements more locally than larger business, which have already spread their operations nationally or internationally. This local focus mirrors the focus of arts organizations, which typically do not have operations or interests beyond their immediate surrounds.

In another indication of smaller companies being more inclined to support the arts, they took the lead in terms of increasing contributions since 2013. The smallest companies by revenue and employee numbers represent the highest percentage of companies increasing contributions to the arts since 2013.

### **Businesses find that the arts forge a link to the local community**

"The arts are not just something that is nice to have. I think they make our community stronger in encouraging people to express themselves creatively. They're also very attractive to people who want to relocate here, to an area that has a very strong arts environment."

"People come because they like it here, not just because of outdoor activities, but because of art culture: museums, music, drama, all those things."

"I think definitely it [the arts] makes us rise up to the top with employees that are looking at different options. I think it definitely helps us stand out."

"If you were to ask employees why they like working here, what keeps them here, it's our commitment to the arts community."

**Philanthropy reigns as the biggest source of arts support, while marketing and sponsorship remain strong** Overall, nearly 90 percent of companies contributed to the arts through philanthropy (either a corporate philanthropy or foundation budget). Marketing or sponsorship budgets were also strongly represented (41 percent), particularly by smaller companies, which showed a higher proportion of companies using commercial funding as a source for arts support (for example, 48 percent of companies with 1–99 employees used marketing and sponsorship dollars). This suggests that smaller businesses are turning to the arts to support their growth aspirations. CEO/Chairman/President budgets also appeared as an important funding source for a meaningful percentage of companies (29 percent). Again, smaller companies were more likely to turn to these resources—another indication that the arts helps these lesser known names become more recognized. As indicated in *Giving in Numbers*, published by CECF in association with The Conference Board, in the philanthropy world, noncash grant-making is growing strongly as companies of all sizes look for different ways to contribute to communities and to engage their employees. This tendency towards in-kind grant-making is reflected in the data in this report for arts support. A majority of companies (76 percent) reported that employees volunteered for arts-related activities as part of companies’ broader noncash giving strategy.

**Businesses are looking to build a creative workforce** Creativity and innovation remains one of the top priorities for the business community. According to *The Conference Board CEO Challenge*<sup>2</sup>, innovation continues to be an important component of business success.<sup>2</sup> In addition, Adobe found 85 percent of people agreed that creative thinking is critical for problem solving in their career.<sup>3</sup> More than half of respondents overall (53 percent) reported that arts support contributes to stimulating creative thinking and problem solving, garnering the second-strongest percentage of respondents.

Clearly, supporting the arts as a way to encourage creativity and innovation at companies is a growth area for arts and business partnerships.

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2 *CEO Challenge 2017*, 2017.

3 *Adobe State of Create Study*, Adobe, 2013.

### **Business and social impact measurement of the arts continues to challenge companies of all sizes**

The vast majority of companies (71 percent) do not measure the social or business impacts of arts support, which reflects an ongoing challenge for arts in the corporate philanthropy space and could go some way toward explaining why the percentage of overall budgets is small.<sup>4</sup> Smaller companies in particular do not measure impacts as the staffing and resources do not appear to be in place to support it. The most popular way for organizations to demonstrate the business and social impacts of the arts is to measure economic impact and contribution to quality of life in communities; 67 percent of companies overall responded that “contributes to the economy and quality of life in the community” was an effect of arts support on business objectives.

### **The arts fuel creativity and innovation at companies**

“It gives us an opportunity to align ourselves with creativity and forward thinking, which supports our new brand.”

“We are a creative company. The arts help in engendering creativity.”

“There has been a lot of investment in our company to promote innovation as a capability of the company and a theme that runs across the company. So we’ve tried to make some connection points to arts organizations that are tied in with innovation, creativity, arts, education. That theme... is a business imperative.”

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4 Andre Solorzano, *Giving in Numbers: 2016 Edition*, CECP in association with The Conference Board, 2016.

# Arts Contributions Practices

## Arts Contributions in the Context of Broader Corporate Philanthropy

It's unsurprising to see that the vast majority of companies contribute to their communities in some way, particularly with financial contributions. The annual *Giving in Numbers* report, published by CECF in association with The Conference Board, provides detailed information on how companies with revenues in excess of \$3 billion structure their philanthropic contributions. For many years, that study has seen an increase in the number of companies directing cash and noncash gifts to philanthropic organizations as community engagement becomes a more important part of company strategy. In CEO Challenge 2017, "aligning corporate philanthropy with business strategy" was ranked the number two strategy for US CEOs to unlock sustainability as a driver of growth and engagement. Global CEOs ranked the same strategy fourth.

The data in Figures I.1a-I.1c support the notion that business contributions to the community are strong, particularly among large companies. Nearly all companies with revenue in excess of \$1 billion make financial contributions, and all financial services companies are active in the area. As company size decreases, the propensity for financial philanthropic contributions drops also; however, noncash donations start to account for a larger proportion of giving at smaller companies both by revenue and employee numbers.

These figures provide an interesting foundation for investigating the role arts funding plays in broader philanthropic strategies among businesses of all sizes. Comparatively fewer companies give to arts organizations than those that give philanthropically overall. Nonetheless, there is still a strong drive for businesses to contribute to the arts. All of the largest companies by revenue reported supporting the arts financially.

Interestingly, businesses appear less likely to offer noncash contributions to the arts than they are to broader philanthropic endeavors, potentially reflecting the fact that sometimes companies support arts through marketing or sponsorship accounts and not philanthropic departments, where such noncash gifts are accounted for.

## In 2015 did your company make any type of contribution to a charity or philanthropic cause (arts or non-arts)?

Figure I.1a

### Overall philanthropic contributions, by company size (number of employees)

	n	Number of employees			
		All	1-99	100-24,999	25,000+
	102	38	40	23	
Yes, a financial contribution	81%	68%	85%	96%	
Yes, a noncash/in-kind contribution	51	50	48	57	
No	16	26	13	4	

Figure I.1b

### Overall philanthropic contributions, by company size (annual revenue)

	n	All	Annual revenue			
			Under \$1 million	\$1 million to \$49.9 million	\$50 million to \$999.9 million	\$1 billion to \$24.9 billion
	102	18	25	16	22	14
Yes, a financial contribution	81%	50%	84%	81%	95%	100%
Yes, a noncash/in-kind contribution	51	44	52	38	59	64
No	16	39	16	19	5	0

Figure I.1c

### Overall philanthropic contributions, by industry

	n	All	Financial services	Manufacturing	Nonfinancial services
			31	12	36
Yes, a financial contribution	81%	100%	92%	78%	
Yes, a noncash/in-kind contribution	51	42	58	61	
No	16	0	0	17	

Source: The Conference Board/Americans for the Arts, 2017.

## In 2015, did your company make a contribution to an arts organization?

Figure I.2a

### Arts contributions, by company size (number of employees)

	n	Number of employees			
		All	1-99	100-24,999	25,000+
	125	38	40	23	
Yes, a financial contribution	73%	61%	75%	91%	
Yes, a noncash/in-kind contribution	38	42	35	35	
No	20	29	23	9	

Figure I.2b

### Arts contributions, by company size (annual revenue)

	n	All	Annual revenue			
			Under \$1 million	\$1 million to \$49.9 million	\$50 million to \$999.9 million	\$1 billion to \$24.9 billion
	125	18	25	16	22	14
Yes, a financial contribution	73%	39%	72%	75%	86%	100%
Yes, a noncash/in-kind contribution	38	44	40	31	27	50
No	20	39	28	25	14	0

Figure I.2c

### Arts contributions, by industry

	n	All	Financial services	Manufacturing	Nonfinancial services
	125	31	12	36	
Yes, a financial contribution	73%	90%	92%	67%	
Yes, a noncash/in-kind contribution	38	29	33	50	
No	20	10	0	25	

Source: The Conference Board/Americans for the Arts, 2017.



In terms of the dollar value of arts support, nonfinancial services companies showed themselves to be far more generous than either manufacturing companies or financial services companies, with average annual contributions of \$4.4 million, compared to \$2.3 million for manufacturers and \$1.8 million for financial services.

It is interesting to note that a much lower percentage of nonfinancial companies reported contributing to the arts (67 percent compared with 92 percent of manufacturers and 90 percent of financial services companies). This shows that the nonfinancial services companies that do support the arts typically make up for their peers with higher contribution amounts. As the most common backers of arts in this survey, manufacturers are proving that science-based companies find utility in the arts, perhaps as a way to stimulate creativity and innovation.

Although a high percentage of financial services companies support the arts, the average annual contribution figure is comparatively low. This sector was one of the hardest hit in the recession in the last decade and these figures show that although money is flowing back to the arts from these companies, it is slow to do so.

## What was the total dollar value of cash AND noncash/in-kind contributions your company made to the arts in 2015?

Figure I.3a

### Dollar value of arts contributions, by company size (number of employees)

	n	All 77	Number of employees		
			1-99 26	100-24,999 30	25,000+ 21
Average annual dollar value of contributions (cash and in-kind)		\$2,553,132	\$124,034	\$541,843	\$8,433,858

Figure I.3b

### Dollar value of arts contributions, by company size (annual revenue)

	n	All 77	Annual revenue				
			Under \$1 million 10	\$1 million to \$49.9 million 18	\$50 million to \$999.9 million 12	\$1 billion to \$24.9 billion 18	\$25 billion+ 14
Average annual dollar value of contributions (cash and in-kind)		\$2,553,132	\$105,710	\$144,877	\$188,083	\$1,739,034	\$9,872,264

Figure I.3c

### Dollar value of arts contributions, by industry

	n	All 77	Financial services 27	Manufacturing 12	Nonfinancial services 26
Average annual dollar value of contributions (cash and in-kind)		\$2,553,132	\$1,827,334	\$2,311,000	\$4,358,515

Source: The Conference Board/Americans for the Arts, 2017.

When looking at arts contributions as part of overall philanthropic contributions, smaller companies show that they focus more heavily on the arts than their larger counterparts. Overall, arts typically make up 27 percent of a company's overall philanthropic giving; however, that percentage increases to 47 percent among companies with 1-99 employees, 48 percent for companies with revenue of less than \$1million, and 46 percent for companies with revenue between \$1 million and \$49.9 million.

The larger the companies get—either by employee numbers or revenue—the smaller the percentage of philanthropic contributions that go to the arts. This finding is also reflected in *Giving in Numbers: 2016 Edition*, which showed that among its respondents that earn \$3 billion in revenue or more, culture and arts typically account for only 6 percent of a philanthropic budget.

## Roughly speaking, the arts represent what percentage of your total charitable contributions?

Figure I.4a

### Arts contributions as part of overall philanthropic contributions, by company size (number of employees)

	n	All	Number of employees		
			1-99	100-24,999	25,000+
	80	27	31	21	
Arts contributions as average percent of charitable contributions		27%	47%	21%	12%

Figure I.4b

### Arts contributions as part of overall philanthropic contributions, by company size (annual revenue)

	n	All	Annual revenue				
			Under \$1 million	\$1 million to \$49.9 million	\$50 million to \$999.9 million	\$1 billion to \$24.9 billion	\$25 billion+
	80	11	18	12	19	14	
Arts contributions as average percent of charitable contributions		27%	48%	46%	20%	16%	11%

Figure I.4c

### Arts contributions as part of overall philanthropic contributions, by industry

	n	All	Financial services	Manufacturing	Nonfinancial services
	80	28	12	27	
Arts contributions as average percent of charitable contributions		27%	22%	14%	34%

Source: The Conference Board/Americans for the Arts, 2017.

## Changes in Arts Contributions

Since the previous Business Contributions to the Arts survey in 2013 there have been very few companies that have decreased their arts support (11 percent). A fairly even spread between the number of companies that did not report a change and those that increased their contributions reflects a more positive environment for arts organizations in the past three years.

The largest percentage of companies that have increased their support is found among smaller companies, particularly those with 1-99 employees. Sixty-seven percent of these companies increased their arts contributions while only 7 percent decreased them. In the annual revenue data, smaller companies again showed larger increases in arts contributions than larger companies—the two smallest categories in Figure I.5b show higher-than-average percentages of companies that increased arts support.

It could be summarized that these increases among smaller companies are the results of growing companies putting more resources behind arts and culture sponsorships as they seek to tap into target markets.

## How has the amount of your arts support changed since 2013?



Figure 1.5a  
**Changes in arts contributions since 2013, by company size**  
(number of employees)

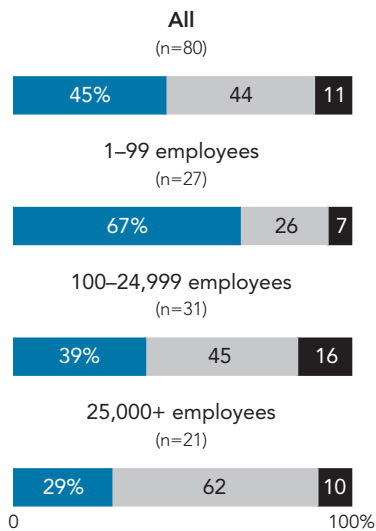


Figure 1.5b  
**Changes in arts contributions since 2013, by company size**  
(annual revenue)

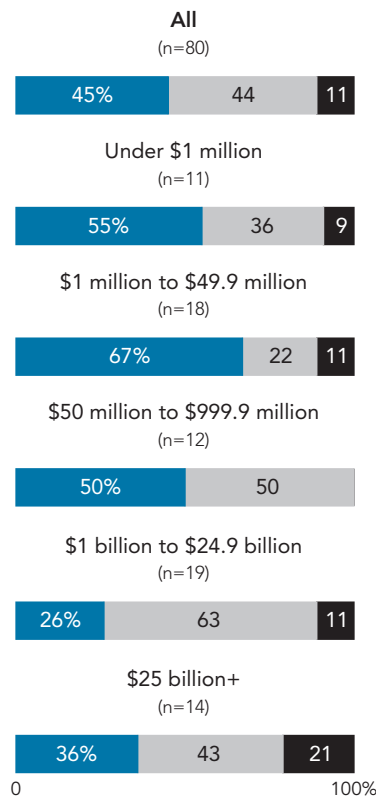
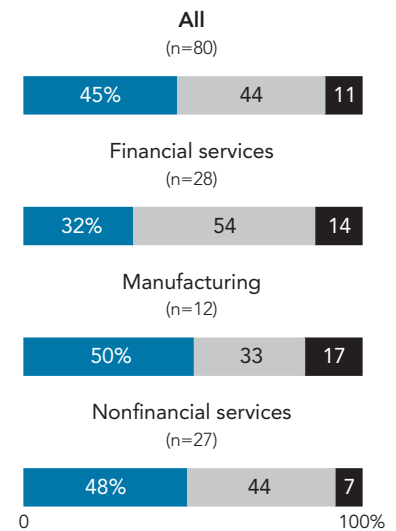


Figure 1.5c  
**Changes in arts contributions since 2013, by industry**



Percentages may not total 100 due to rounding.

Source: The Conference Board/Americans for the Arts, 2017

## Sources of Arts Contributions

The vast majority of corporate contributions to the arts come from a company's philanthropic coffers—53 percent of companies reported the support stems from an annual contributions budget and 36 percent of companies said it came from a corporate foundation.

However, marketing and sponsorships for the arts is also an important source of support, with 41 percent of companies using the arts for marketing or advertising. The fact that both philanthropy and commercial support is so prominent among companies bodes well for arts organizations because it gives them a greater pool of resources than other nonprofits that often vie only for philanthropic funding.

Smaller companies are more likely to support arts through a marketing or sponsorship budget—in particular, over half of companies with revenue between \$1 million and \$49.9 million dedicated support to the arts through such accounts. It could be assumed that these smaller companies place more importance on arts marketing and sponsorship to help with early growth plans because of the brand recognition that it can deliver. Smaller companies also have a higher tendency to contribute to the arts through a CEO/Chairman/President budget, which is another reflection of the fact that these companies consider the arts support to be an important avenue to growth.

Interestingly, manufacturers tend to see arts support purely as a philanthropic endeavor, whereas financial services and nonfinancial services companies also contribute to the arts through business-focused accounts, such as sponsorship and marketing, or advertising. The philanthropic focus of manufacturing companies could be due to the fact that they are less likely to reach their target customers through the arts, yet they still see the benefit of using cultural contributions as a way to build vibrant communities, engage employees, and inspire innovation.

## From which source(s) does your company support the arts?

Figure I.6a

### Arts contributions sources, by company size (number of employees)

	n	Number of employees			
		All 80	1-99 27	100-24,999 31	25,000+ 21
An annual contributions budget		53%	33%	58%	71%
A marketing or sponsorship budget	41	41	48	35	43
An advertising budget	11	11	11	13	10
An CEO/Chairman/President budget	29	29	41	29	14
A Human Resources budget	3	3	0	6	0
A company foundation	36	36	7	45	62
Other	8	8	7	13	0
I don't know	3	3	4	0	0

Figure I.6b

### Arts contributions sources, by company size (annual revenue)

	n	All 80	Annual revenue				
			Under \$1 million 11	\$1 million to \$49.9 million 18	\$50 million to \$999.9 million 12	\$1 billion to \$24.9 billion 19	\$25 billion+ 14
An annual contributions budget		53%	27%	39%	25%	68%	86%
A marketing or sponsorship budget	41	41	36	56	25	42	43
An advertising budget	11	11	0	28	17	5	7
An CEO/Chairman/President budget	29	29	36	50	33	16	7
A Human Resources budget	3	3	0	6	8	0	0
A company foundation	36	36	0	11	58	58	50
Other	8	8	18	6	17	5	0
I don't know	3	3	9	0	0	0	0

Figure I.6c

### Arts contributions sources, by industry

	n	All 80	Financial services 28	Manufacturing 12	Nonfinancial services 27
An annual contributions budget		53%	46%	83%	56%
A marketing or sponsorship budget	41	41	39	8	56
An advertising budget	11	11	11	0	19
An CEO/Chairman/President budget	29	29	43	0	26
A Human Resources budget	3	3	4	0	0
A company foundation	36	36	43	58	33
Other	8	8	7	0	7
I don't know	3	3	0	0	4

Source: The Conference Board/Americans for the Arts, 2017.

Figures I.7a-I.7c show that the range of arts-supporting activities available to companies is extensive and companies tend to utilize a broad range of these activities. Overall, the three activities selected by the highest percentage of companies were:

- Offering volunteering opportunities at arts organizations;
- Promoting board service at arts organizations; and
- Providing free or discounted tickets to arts events.

The fact that promoting board service at arts organizations ranks so highly is a good sign because it indicates that companies are using arts contributions as a leadership development opportunity as well as a philanthropic or commercial opportunity. The larger the category of company, the higher the percentage of respondents providing opportunities for employees to participate in board service for arts organizations. These larger companies typically have robust human resource strategies that consider employee engagement and leadership development to be important, so to see high percentages of these companies offering board service opportunities to employees demonstrates the activity's effectiveness.

Whereas larger companies by revenue tended to support their employees' volunteer efforts with cash donations, this practice was less common among smaller companies which presumably do not have such robust philanthropic programs generally.

### **Companies use a variety of arts-based programs to engage employees**

"We have the Shakespeare Theatre Company come in to a team meeting and teach communication skills through acting."

"We have art classes for up to 15 employees at a time that are handled by our full-time resident artist."

"On our floor we have an employee, who is actually part of our team, who does a rotating art exhibit... We also have a partnership with local artists near one of our plants, which has coordinated a few years in a row artists coming in to paint pictures of the plant. Those pieces are on display in various buildings of our company."

"We have an employee photo contest every year and we display winners' and finalists' artwork."

"When we sponsor events, we share tickets with employees all the time."

## Does your company participate in any of the following programs related to the arts?

Figure I.7a

### Type of arts-supporting activities conducted, by company size (number of employees)

	n	Number of employees			
		All 100	1-99 27	100-24,999 31	25,000+ 21
Promote volunteer opportunities at arts organizations	65%	48%	74%	62%	
Offer release time for volunteer service at arts organizations	48	37	55	48	
Provide grants to arts organizations where employees volunteer	43	19	45	71	
Provide loaned executives or skills-based volunteers	22	22	16	38	
Promote board service at arts organizations	68	63	71	76	
Present concerts or art exhibitions in the workplace	25	33	19	10	
Hold employee art exhibitions, battle of the bands or performances of employee art work	21	15	32	14	
Provide free or discounted tickets to arts events	63	37	71	76	
Have a corporate art collection	42	37	42	48	
Purchase tickets for client entertainment	43	52	48	52	
Purchase company memberships that benefit employees	42	33	52	43	
None	1	4	0	0	

Figure I.7b

### Type of arts-supporting activities conducted, by company size (annual revenue)

	n	All 100	Annual revenue			
			Under \$1 million 11	\$1 million to \$49.9 million 18	\$50 million to \$999.9 million 12	\$1 billion to \$24.9 billion 19
Promote volunteer opportunities at arts organizations	65%	55%	50%	75%	74%	64%
Offer release time for volunteer service at arts organizations	48	45	39	50	58	36
Provide grants to arts organizations where employees volunteer	43	0	28	42	63	64
Provide loaned executives or skills-based volunteers	22	27	17	17	21	43
Promote board service at arts organizations	68	36	83	75	74	71
Present concerts or art exhibitions in the workplace	25	18	44	8	11	21
Hold employee art exhibitions, battle of the bands or performances of employee art work	21	9	28	17	26	21
Provide free or discounted tickets to arts events	63	18	50	75	79	64
Have a corporate art collection	42	27	44	25	47	50
Purchase tickets for client entertainment	43	27	67	67	47	43
Purchase company memberships that benefit employees	42	18	44	33	58	43
None	1	9	0	0	0	0

Figure I.7c

### Type of arts-supporting activities, by industry

	n	All 100	Financial services	Manufacturing	Nonfinancial services
			28	12	27
Promote volunteer opportunities at arts organizations	65%	61%	42%	70%	
Offer release time for volunteer service at arts organizations	48	61	33	44	
Provide grants to arts organizations where employees volunteer	43	61	50	30	
Provide loaned executives or skills-based volunteers	22	18	33	26	
Promote board service at arts organizations	68	64	75	78	
Present concerts or art exhibitions in the workplace	25	18	17	33	
Hold employee art exhibitions, battle of the bands or performances of employee art work	21	11	33	26	
Provide free or discounted tickets to arts events	63	61	75	74	
Have a corporate art collection	42	46	50	37	
Purchase tickets for client entertainment	43	68	25	59	
Purchase company memberships that benefit employees	42	57	58	33	
None	1	0	0	0	

Source: The Conference Board/Americans for the Arts, 2017.



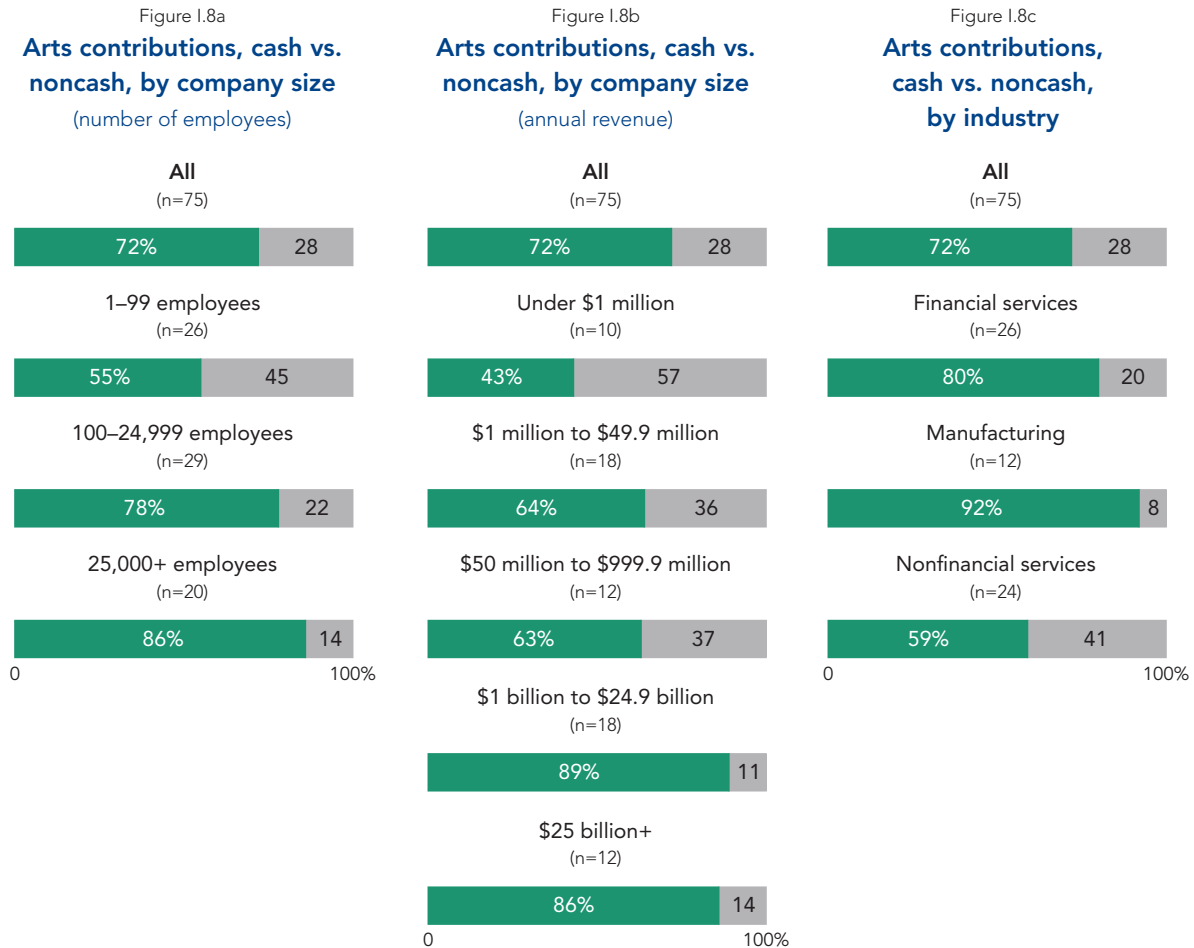
Companies are far more inclined to support the arts through cash contributions than in-kind donations: the typical budget for arts support comprises 72 percent cash and 28 percent in-kind contributions. This is likely the result of many companies that contribute through marketing or sponsorship accounts, as outlined above.

Again, smaller companies skew the norm, showing a higher tendency to provide in-kind support for the arts. This may be due to less rigid philanthropic programs at smaller companies. Often, large companies with formal philanthropy programs develop a strategic focus on certain social issues. Volunteering opportunities can be restricted to organizations that work in those areas. Due to the arts rarely being a strategic focus of corporate philanthropy, in-kind support in this area can suffer. But if smaller companies lack such rigidity with their philanthropy programs, employees are freer to select the areas they want to support, resulting in arts organizations seeing more interest in volunteering and other in-kind support.

Although volunteering is typically the most common type of in-kind contribution, as outlined in Figures I.9a-I.9c, companies also show a tendency to donate products and services; provide pro bono services, such as legal, accounting, or IT; and allow the use of company facilities for arts events, such as exhibits. The highest proportion (67 percent) of companies reporting that they allow employee volunteering on company time came from companies with large employee populations (25,000+), companies with revenue between \$1 million and \$49.9 million, and manufacturing companies.

The comparatively low rates of in-kind contributions present an opportunity for companies. Volunteering in the arts is an excellent way to engage employees and to excite them about community involvement, particularly as many people have a strong affinity for arts and culture. Nearly all companies (95 percent) participate in some form of general volunteer activity (the percentage reaches 100 at large companies and manufacturers); however, there's a small drop in the number of companies participating in arts-related volunteering, although the overall numbers are still strong.

Please provide a percentage breakdown of the dollar amount of cash vs. noncash/in-kind contributions your company made to the arts in 2015.



Source: The Conference Board/Americans for the Arts, 2017

## Please indicate the types of noncash/in-kind contributions your company made to the arts in 2015

Figure I.9a

### Type of noncash arts contributions, by company size (number of employees)

	n	Number of employees			
		All 80	1-99 27	100-24,999 31	25,000+ 21
Donations of products and/or services		41%	56%	35%	29%
Employee volunteering on company time (release time)	56		59	45	67
Pro Bono service (e.g., legal, accounting, IT)	36		56	26	24
Advertising space	18		22	16	10
Use of company facilities	31		37	26	29
Other	15		4	26	14
Not applicable	8		7	6	10
I don't know	0		0	0	0

Figure I.9b

### Type of noncash arts contributions, by company size (annual revenue)

	n	All 80	Annual revenue				
			Under \$1 million 11	\$1 million to \$49.9 million 18	\$50 million to \$999.9 million 12	\$1 billion to \$24.9 billion 19	\$25 billion+ 14
Donations of products and/or services		41%	64%	50%	33%	32%	36%
Employee volunteering on company time (release time)	56		55	67	58	47	57
Pro Bono service (e.g., legal, accounting, IT)	36		64	56	17	16	36
Advertising space	18		18	28	25	11	7
Use of company facilities	31		18	50	42	32	14
Other	15		0	6	25	16	21
Not applicable	8		9	0	8	0	14
I don't know	0		0	0	0	0	0

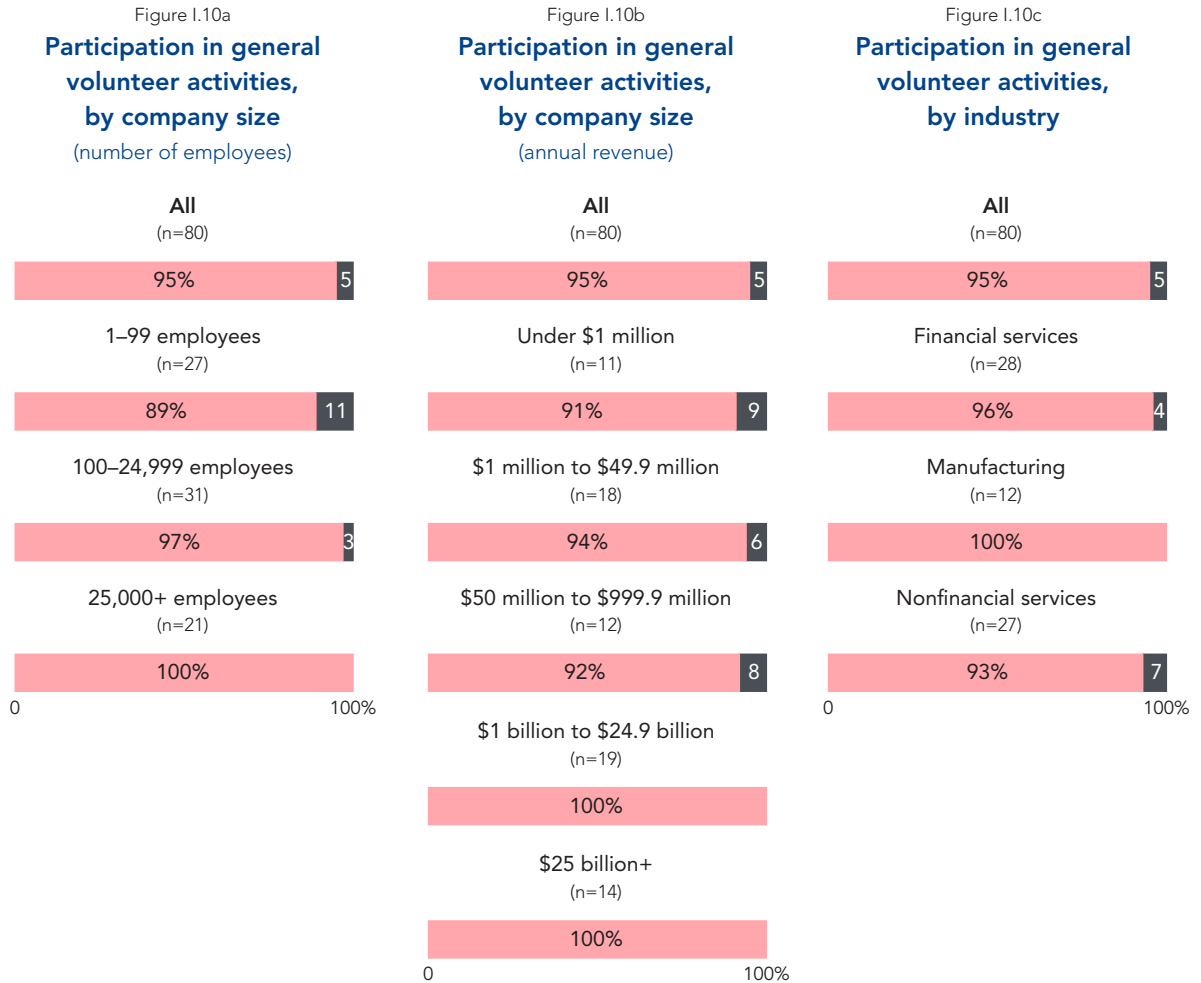
Figure I.9c

### Type of noncash arts contributions, by industry

	n	All 80	Financial services 28	Manufacturing 12	Nonfinancial services 27
Donations of products and/or services		41%	18%	17%	63%
Employee volunteering on company time (release time)	56		54	67	56
Pro Bono service (e.g., legal, accounting, IT)	36		21	25	48
Advertising space	18		11	0	33
Use of company facilities	31		21	17	48
Other	15		21	17	15
Not applicable	8		11	8	4
I don't know	0		0	0	0

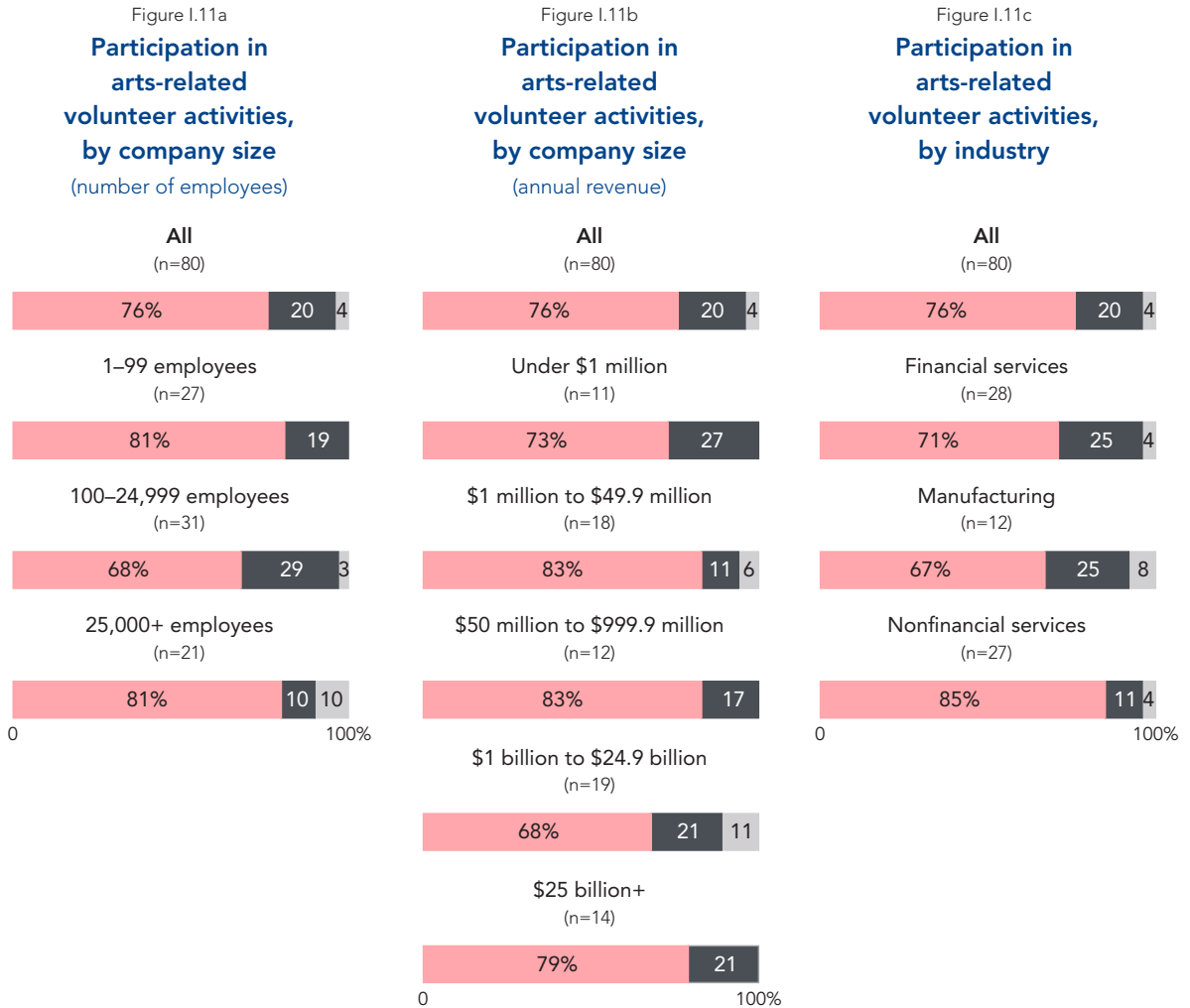
Source: The Conference Board/Americans for the Arts, 2017.

During 2015, did your company participate in any volunteer or employee engagement activities with any nonprofits (either arts or non-arts related)?



Source: The Conference Board/Americans for the Arts, 2017

## During 2015, did your company participate in any volunteer or employee engagement activities with artists or arts organizations?



Percentages may not total 100 due to rounding.

Source: The Conference Board/Americans for the Arts, 2017

## Reasons for Contributing to the Arts

The reasons companies support the arts are diverse and may vary according to company size and industry. Overall, the most commonly reported reasons in the survey were the following:

- Arts are an important component of a broad overall giving strategy
- Long-term existing relationship with a not-for-profit organization in the arts
- Senior level executive interest in the arts
- Overall employee interest in the arts
- Supports strategic business goals

Again, there are some trends to observe depending on company size. Figures I.6a-I.6c showed smaller companies' resources for arts support more often came from a senior level budget than their larger company counterparts and that trend towards senior level interest in arts support is repeated in Figures I.12a and I.12b. "Senior level executive interest in the arts" went from being the third most-cited reason overall for supporting the arts to number one among companies with 1-99 employees and companies with revenue under \$49.9 million. In contrast, larger companies by employee numbers and revenue were more likely to see arts as an important component of a broad overall giving strategy.

The qualitative survey also revealed opinions from some practitioners that support the idea of arts being an important part of a broad overall giving strategy. In particular, advocates noted the appeal of STEAM (science, technology, engineering, arts, and math) as a comprehensive education-funding strategy instead of the traditional STEM field, which excludes arts.

### Companies often have a long history of engaging with the arts

"Our [former] CEO was instrumental in starting an arts organization in our community along with other leaders. So, I think it's not just something that we've fallen into in recent years. I think it's been part of our makeup for, gosh, 40, 50 years now. It's part of our culture."

On page 22, Figure I.6c shows that manufacturing companies tended to support the arts purely through philanthropic funding sources. The findings in Figure I.12c confirm this idea, as 92 percent of manufacturing companies responded that they support the arts because “Arts are an important component of a broad overall giving strategy,” compared with 68 percent of financial services companies and 63 percent of nonfinancial services companies. It is promising to see that these often science-based companies see value in arts support through a lens of community enrichment.

No more than 15 percent of companies (for any of the sample distributions) rated the “ability to measure the business benefits of arts contributions” as a reason for supporting the arts. As measurement of social and business impacts of philanthropy has taken on increasing importance, the arts as a category has struggled to demonstrate effectively its impact.

Research into broader corporate philanthropy efforts, such as *Giving in Numbers*, published by CECF in association with The Conference Board, has shown that culture and arts funding has dropped off in recent years compared with philanthropic giving to other areas such as education and health services, both of which have grown. It could be that the improving ability to show evidence of impact in these other areas has helped companies strategize, whereas the arts sector has had difficulty demonstrating impact, which may have led to lower levels of funding. The results in Figures I.12a-I.12c demonstrate again that there is an opportunity for arts organizations to better showcase their impact. Americans for the Arts provides resources to arts organizations to help them make the case for how the arts can impact the areas where companies are prioritizing their spending.

Respondents to the qualitative survey tended to agree. Businesses want to see whether the program they supported had its desired impact. Arts organizations could start to provide better evaluation by, for example, reporting participation levels, indicating the changing demographics of audiences and program participants, presenting case studies of success stories, and conducting surveys about the attitudes of program participants.

## Which factors explain your company's decision to contribute to the arts?

Figure I.12a

### Reasons for contributing to the arts, by company size (number of employees)

	n	All 100	Number of employees		
			1-99 27	100-24,999 31	25,000+ 21
Senior level executive interest in the arts		53%	67%	48%	38%
Overall employee interest in the arts		50	44	45	48
Arts are an important component of a broad overall giving strategy		66	59	65	52
Ability to measure the business benefits of arts contributions		10	15	6	5
Supports strategic business goals		45	48	55	38
Long-term existing relationship with a not-for-profit organization in the arts		58	59	58	33
A convincing case for why my business should give to the arts has been made		28	15	32	24
Other		12	15	16	10

Figure I.12b

### Reasons for contributing to the arts, by company size (annual revenue)

	n	All 100	Annual revenue				
			Under \$1 million 11	\$1 million to \$49.9 million 18	\$50 million to \$999.9 million 12	\$1 billion to \$24.9 billion 19	\$25 billion+ 14
Senior level executive interest in the arts		53%	55%	72%	50%	47%	43%
Overall employee interest in the arts		50	45	39	42	47	64
Arts are an important component of a broad overall giving strategy		66	55	61	67	74	79
Ability to measure the business benefits of arts contributions		10	9	11	8	5	7
Supports strategic business goals		45	36	61	33	47	57
Long-term existing relationship with a not-for-profit organization in the arts		58	36	67	67	58	36
A convincing case for why my business should give to the arts has been made		28	9	28	25	42	14
Other		12	9	22	17	0	29

Figure I.12c

### Reasons for contributing to the arts, by industry

	n	All 100	Financial services 28	Manufacturing 12	Nonfinancial services 27
Senior level executive interest in the arts		53%	50%	42%	52%
Overall employee interest in the arts		50	36	67	48
Arts are an important component of a broad overall giving strategy		66	68	92	63
Ability to measure the business benefits of arts contributions		10	7	8	11
Supports strategic business goals		45	39	33	74
Long-term existing relationship with a not-for-profit organization in the arts		58	57	50	56
A convincing case for why my business should give to the arts has been made		28	25	25	26
Other		12	25	17	7

Source: The Conference Board/Americans for the Arts, 2017.



## Geographic Trends

Arts support is a very local issue, as shown in Figures I.13a-I.13c. Overall, 86 percent of the average budget for arts support goes to local organizations, with only 2 percent going internationally. This is perhaps unsurprising given that many arts organizations operate with a very local mandate and because there is a heavy component of local community enrichment in many businesses' arts support strategies. Additionally, companies use arts to engage employees at their locations, so a local strategy is required.

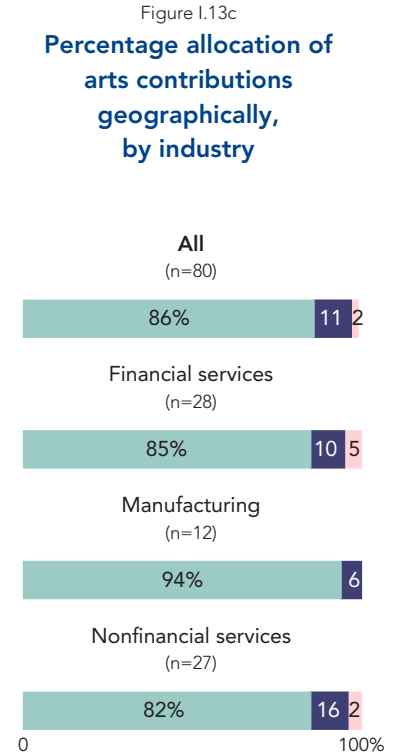
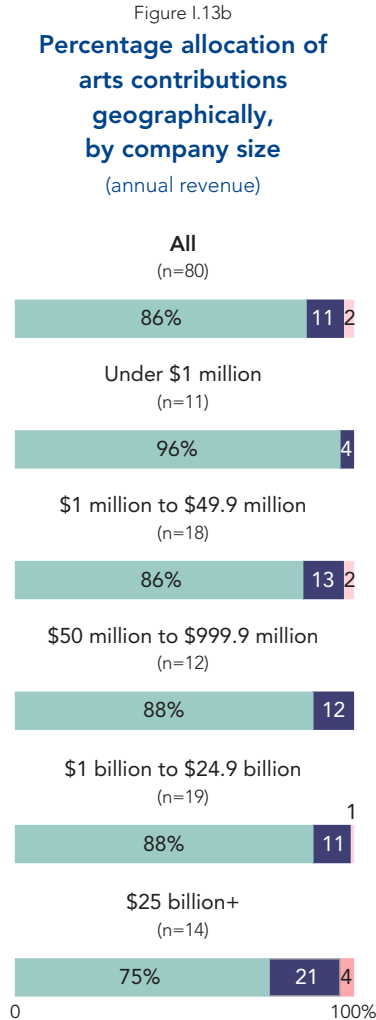
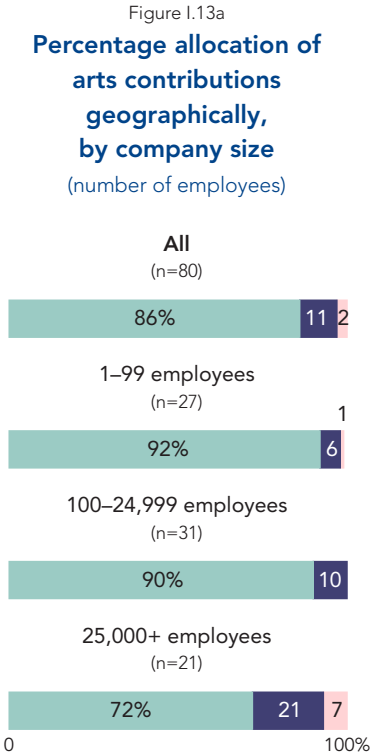
The most notable trend in these figures is that the largest of companies by employee number and revenue show more of a tendency to support national arts efforts—companies with 25,000+ employees and companies with revenue of \$25 billion or more typically earmarked 21 percent of arts contributions for national efforts, nearly doubling the average. This is likely due to these larger organizations having a much bigger geographical footprint, so support of national arts organizations allows them to have a broader impact across their locations.

### Arts support is typically driven locally

"We support the cultural backdrop of the communities of where we operate. We want to be open to whatever is important in that particular town. What is important in a city in Texas may not be the same as in Seattle, Washington. And so, it's something we have to balance, and the arts are a part of that."

"The primary reason we support the arts is to support the communities where we engage in business, and often we will look to see what functions, events, and organizations are meaningful in those local markets."

## In 2015, what percentage of your company's arts support was allocated locally, nationally and internationally?



Percentages may not total 100 due to rounding.

Source: The Conference Board/Americans for the Arts, 2017

## Areas of Arts Support

According to Figures I.14a-I.14c, companies spread their resources quite widely to a range of arts programs and institutions. The top five areas of arts showing the highest percentage of companies supporting them overall are:

- Music
- Museums (arts, children's, science, history, etc.)
- Theatre
- Arts education programs
- Culturally-specific arts programs

There is a strong educational component to three of these top five (museums, arts education programs, and culturally specific arts programs), which is unsurprising given the fact that many companies consider arts support to be an important component of a broader corporate giving strategy, which often has a strong educational focus.

Overall, the following categories were ranked as the most effective for achieving impact:

- Museums (arts, children's, science, history, etc.)
- Arts education programs
- Theatre
- Music
- Visual Arts

These top five categories are fairly similar to the areas of arts that companies support; however, the top two indicate more concretely the importance of education through the arts, again suggesting that companies see arts support as a way to support their broader education efforts.

A much higher percentage (90 percent) of companies with large employee numbers supported "culturally specific arts organizations." This compares to 59 percent for companies with 1-99 employees and 48 percent for companies with 100-24,999 employees. Companies with larger employee populations are usually more diverse, and their human resources departments have robust strategies to improve diversity and inclusion. Such strategies often include employee resource groups that represent diverse groups of employees and support a range of initiatives to improve representation. The data shows that the arts can be an important component of diversity and inclusion strategies because of the opportunity to support the cultures of minority employees, presenting arts organizations with a strong opportunity to form meaningful partnerships.

Interestingly, however, large companies didn't consider culturally-specific arts organizations as impactful institutions; there were far more large companies (by employee numbers) that considered museums to be impactful. Typically, culturally specific arts institutions are small organizations, which might limit their ability to expend resources on evaluation, helping to explain why large businesses do not see such a strong impact from them.

Manufacturing companies again revealed themselves to have a unique take on arts support. They responded in far greater numbers to supporting certain areas of arts and to considering institutions within those areas as effective. For example, all companies in this industry supported theatre and museums, and 92 percent supported music—about 15-20 percent more than financial services and nonfinancial services companies. In addition, high percentages of manufacturing companies (92 percent) also considered institutions within theatre and museums to have impact. This shows manufacturing companies to be well aligned in their support efforts with the institutions they consider to have the most impact.

## Which type of arts institution do you consider most important to support in order to achieve the impact you seek from your arts contributions?

Figure I.14a

### Most effective arts institutions to achieve impact, by company size (number of employees)

	n	Number of employees			
		All 100	1-99 27	100-24,999 31	25,000+ 21
Music		55%	52%	45%	57%
Theatre	58		37	55	62
Dance	39		26	29	48
Visual arts	50		44	45	48
Museums (art, children's, science, history, etc.)	68		37	61	90
Film/media arts	31		26	29	24
Zoos, aquariums, botanical gardens	27		7	23	33
Literature	24		19	16	24
Culturally specific arts organizations	45		52	35	48
Arts education programs	65		44	77	67
Other	6		15	3	0
I don't know	1		4	0	0

Figure I.14b

### Area of arts supported, by company size (annual revenue)

	n	All 100	Annual revenue				
			Under \$1 million 11	\$1 million to \$49.9 million 18	\$50 million to \$999.9 million 12	\$1 billion to \$24.9 billion 19	\$25 billion+ 14
Music		55%	64%	39%	58%	47%	57%
Theatre	58		36	39	75	58	57
Dance	39		36	17	42	37	43
Visual arts	50		36	50	67	32	50
Museums (art, children's, science, history, etc.)	68		45	28	75	68	79
Film/media arts	31		36	17	33	26	29
Zoos, aquariums, botanical gardens	27		0	22	17	26	21
Literature	24		18	17	17	16	29
Culturally specific arts organizations	45		55	44	33	42	50
Arts education programs	65		64	33	75	84	64
Other	6		18	11	0	0	7
I don't know	1		9	0	0	0	0

Figure I.14c

### Area of arts supported, by industry

	n	All 100	Financial services	Manufacturing	Nonfinancial services
			28	12	27
Music		55%	50%	83%	41%
Theatre	58		54	92	44
Dance	39		32	50	33
Visual arts	50		50	50	44
Museums (art, children's, science, history, etc.)	68		68	92	59
Film/media arts	31		32	33	19
Zoos, aquariums, botanical gardens	27		29	25	19
Literature	24		18	25	15
Culturally specific arts organizations	45		32	58	44
Arts education programs	65		64	58	70
Other	6		0	8	11
I don't know	1		0	0	0

Source: The Conference Board/Americans for the Arts, 2017.

## PART II

# Staffing

### Staffing Numbers and Profiles

The number of staff members that companies have dedicated to managing arts support is typically fairly low, even at larger organizations. According to *Giving in Numbers 2016 edition*, three-quarters of companies reported having fewer than five staff members for this area and in as many as 42 percent of companies there was either one person who spent only part of their time on arts funding or no one at all. Given that the typical philanthropy function at companies has eight full-time equivalent employees, the number of staff focused on arts is quite low.<sup>5</sup>

Interestingly, in this survey, the staff dedicated to supporting the arts doesn't necessarily grow with company size. In fact, 25 percent of companies with revenue between \$50 million and \$999.9 million dedicate nearly the same number of staff (more than five staff members) as the two revenue categories above (26 percent and 28 percent).

In some rare cases—at nonfinancial services companies in particular—companies reported having more than 16 staff members dedicated to arts support. In Figure II.3c, there was a higher percentage of nonfinancial services companies that had arts support representation in the marketing and advertising functions, so the larger numbers of employees dedicated to arts support at these companies are likely those that work on a variety of arts sponsorships or marketing campaigns, rather than those that spend a large component of their time solely in this area.

Unsurprisingly, the vast majority of companies reported that their arts support staff were full-time employees who only spent a portion of their time on arts support. The unanimity of this response across all categories demonstrates that whether arts support staff sit under philanthropic, marketing/advertising, or other functions, it is incredibly rare to have a full-time staff member dedicated solely to arts support.

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5 *Giving in Numbers: 2016 Edition*, 2016.

Figure II.1a

**Number of staff for arts support, by company size** (number of employees)

	n	Number of employees			
		All	1-99	100-24,999	25,000+
	80		27	31	21
None (other than making a contribution, we don't have any employees who focus even part of their time on supporting arts organizations)	11%		15%	13%	5%
Fewer than 1 person (e.g., part time or one full time employee spending only a portion of their time)	31		44	29	19
1-5 people	33		26	35	38
6-10 people	8		4	6	14
11-15 people	4		0	6	5
16+ people	9		7	10	10
I don't know	5		4	0	10

Figure II.1b

**Number of staff for arts support, by company size** (annual revenue)

	n	All	Annual revenue				
			Under \$1 million	\$1 million to \$49.9 million	\$50 million to \$999.9 million	\$1 billion to \$24.9 billion	\$25 billion+
	80		11	18	12	19	14
None (other than making a contribution, we don't have any employees who focus even part of their time on supporting arts organizations)	11%		18%	11%	17%	11%	7%
Fewer than 1 person (e.g., part time or one full time employee spending only a portion of their time)	31		55	28	8	21	36
1-5 people	33		9	33	50	42	29
6-10 people	8		9	0	17	16	0
11-15 people	4		0	11	0	5	0
16+ people	9		9	11	8	5	14
I don't know	5		0	6	0	0	14

Figure II.1c

**Number of staff for arts support, by industry**

	n	All	Industry		
			Financial services	Manufacturing	Nonfinancial services
	80		28	12	27
None (other than making a contribution, we don't have any employees who focus even part of their time on supporting arts organizations)	11%		0%	33%	11%
Fewer than 1 person (e.g., part time or one full time employee spending only a portion of their time)	31		29	33	22
1-5 people	33		50	25	26
6-10 people	8		11	0	11
11-15 people	4		4	0	7
16+ people	9		4	8	11
I don't know	5		4	0	11

Source: The Conference Board/Americans for the Arts, 2017.

## Which of the following statements best describes the person(s) responsible for arts support in your company?

Figure II.2a

### Person responsible for arts support, by company size (number of employees)

	n	All	Number of employees		
			1-99	100-24,999	25,000+
He/she contracts to the organization, focusing specifically on arts support	80	3%	4%	0%	5%
He/she works full time for the organization, but spends only a portion of their time on arts support	80		85	77	81
He/she works full time on arts support	6		7	6	5
He/she works part time for the organization and spends all their time on arts support	4		0	10	0
I don't know	8		4	6	10

Figure II.2b

### Person responsible for arts support, by company size (annual revenue)

	n	All	Annual revenue				
			Under \$1 million	\$1 million to \$49.9 million	\$50 million to \$999.9 million	\$1 billion to \$24.9 billion	\$25 billion+
He/she contracts to the organization, focusing specifically on arts support	80	3%	11	18	12	19	14
He/she works full time for the organization, but spends only a portion of their time on arts support	80		0%	6%	0%	0%	7%
He/she works full time on arts support	6		91	78	67	84	79
He/she works part time for the organization and spends all their time on arts support	4		9	11	0	5	7
I don't know	8		0	0	8	11	0
			0	6	25	0	7

Figure II.2c

### Person responsible for arts support, by industry

	n	All	Financial services	Manufacturing	Nonfinancial services
			28	12	27
He/she contracts to the organization, focusing specifically on arts support	80	3%	4%	8%	0%
He/she works full time for the organization, but spends only a portion of their time on arts support	80		89	75	70
He/she works full time on arts support	6		4	0	7
He/she works part time for the organization and spends all their time on arts support	4		0	0	11
I don't know	8		4	17	11

Source: The Conference Board/Americans for the Arts, 2017.



## Functional Representation

In line with funding sources shown in Figures I.6a-I.6c, the functional representation of staff working on arts support at companies skews towards the philanthropic function, although perhaps not as significantly as would be expected. Fewer than half of companies overall reported staff in the philanthropic function. This percentage is affected, however, by small percentages among small companies (by employee number and revenue size), which showed higher percentages of companies housing arts support staff in the C-suite (likely at companies where arts support is the sole purview of senior leaders), marketing, or advertising function. These data again matched the findings regarding funding sources, which found smaller companies less likely to support arts through philanthropy.

At larger companies, for example those with 25,000+ employees and revenue in excess of \$25 billion, more than 80 percent of companies house their arts support staff in the philanthropy function, compared with 4 percent of companies with 1-99 employees, and no companies with revenue below \$1 million.

## If those arts support people are employees of the company (either full time or part time), which area do they work in?

Figure II.3a

### Functional representation of arts support staff, by company size (number of employees)

	n	Number of employees			
		All	1-99	100-24,999	25,000+
	80		27	31	21
C-suite	28%	41%	32%	5%	
Corporate contributions/foundation team	44	4	55	81	
Advertising, marketing or sponsorships	28	37	19	29	
Human resources	11	4	23	5	
Other	26	26	29	24	
Not applicable	8	7	10	5	
I don't know	4	4	0	5	

Figure II.3b

### Functional representation of arts support staff, by company size (annual revenue)

	n	All	Annual revenue				
			Under \$1 million	\$1 million to \$49.9 million	\$50 million to \$999.9 million	\$1 billion to \$24.9 billion	\$25 billion+
	80		11	18	12	19	14
C-suite	28%	18%	67%	42%	11%	7%	
Corporate contributions/foundation team	44	0	11	33	74	86	
Advertising, marketing or sponsorships	28	36	44	17	16	29	
Human resources	11	0	22	25	0	7	
Other	26	36	22	42	21	14	
Not applicable	8	0	11	8	11	7	
I don't know	4	9	0	8	0	0	

Figure II.3c

### Functional representation of arts support staff, by industry

	n	All	Industry		
			Financial services	Manufacturing	Nonfinancial services
	80		28	12	27
C-suite	28%	29%	17%	22%	
Corporate contributions/foundation team	44	54	67	33	
Advertising, marketing or sponsorships	28	21	8	44	
Human resources	11	11	8	15	
Other	26	29	0	37	
Not applicable	8	0	25	7	
I don't know	4	4	0	7	

Source: The Conference Board/Americans for the Arts, 2017.

## Decision-Making Authority

Decision-making authority once again follows the trends in companies size that have been witnessed throughout previous sections. Large percentages of smaller companies by both employee numbers and revenue size leave the final decisions about arts funding to a chairman/owner/CEO/partner/, whereas larger companies demonstrated the use of a strategic philanthropic function to make decisions in a way that reflects a broader contributions strategy, rather than the preferences of senior leaders.

This is likely the result of a more mature philanthropy function at larger companies than smaller ones, whose top executives might be managing the marketing or advertising budgets in their early growth phases.

## Which of the following individuals or groups in your company make the final decision regarding the charitable contributions that are made?

Figure II.4a

### Final decision-making authority for charitable contributions, by company size (number of employees)

	n	All 100	Number of employees		
			1-99 27	100-24,999 31	25,000+ 21
Chairman/Owner/CEO/Partner		55%	96%	52%	29%
A charitable foundation	32		0	39	67
A charitable contributions committee or department	40		7	55	57
An employee committee (that is not also the contributions committee)	11		19	6	14
Other	6		0	10	5

Figure II.4b

### Final decision-making authority for charitable contributions, by company size (annual revenue)

	n	All 100	Annual revenue				
			Under \$1 million 11	\$1 million to \$49.9 million 18	\$50 million to \$999.9 million 12	\$1 billion to \$24.9 billion 19	\$25 billion+ 14
Chairman/Owner/CEO/Partner		55%	100%	94%	67%	32%	29%
A charitable foundation	32		0	6	42	58	57
A charitable contributions committee or department	40		9	6	33	68	71
An employee committee (that is not also the contributions committee)	11		18	17	0	11	14
Other	6		0	6	0	11	0

Figure II.4c

### Final decision-making authority for charitable contributions, by industry

	n	All 100	Financial services 28	Manufacturing 12	Nonfinancial services 27
Chairman/Owner/CEO/Partner		55%	57%	42%	59%
A charitable foundation	32		43	58	19
A charitable contributions committee or department	40		43	42	41
An employee committee (that is not also the contributions committee)	11		11	8	19
Other	6		0	8	7

Source: The Conference Board/Americans for the Arts, 2017.

# Measurement and Impact

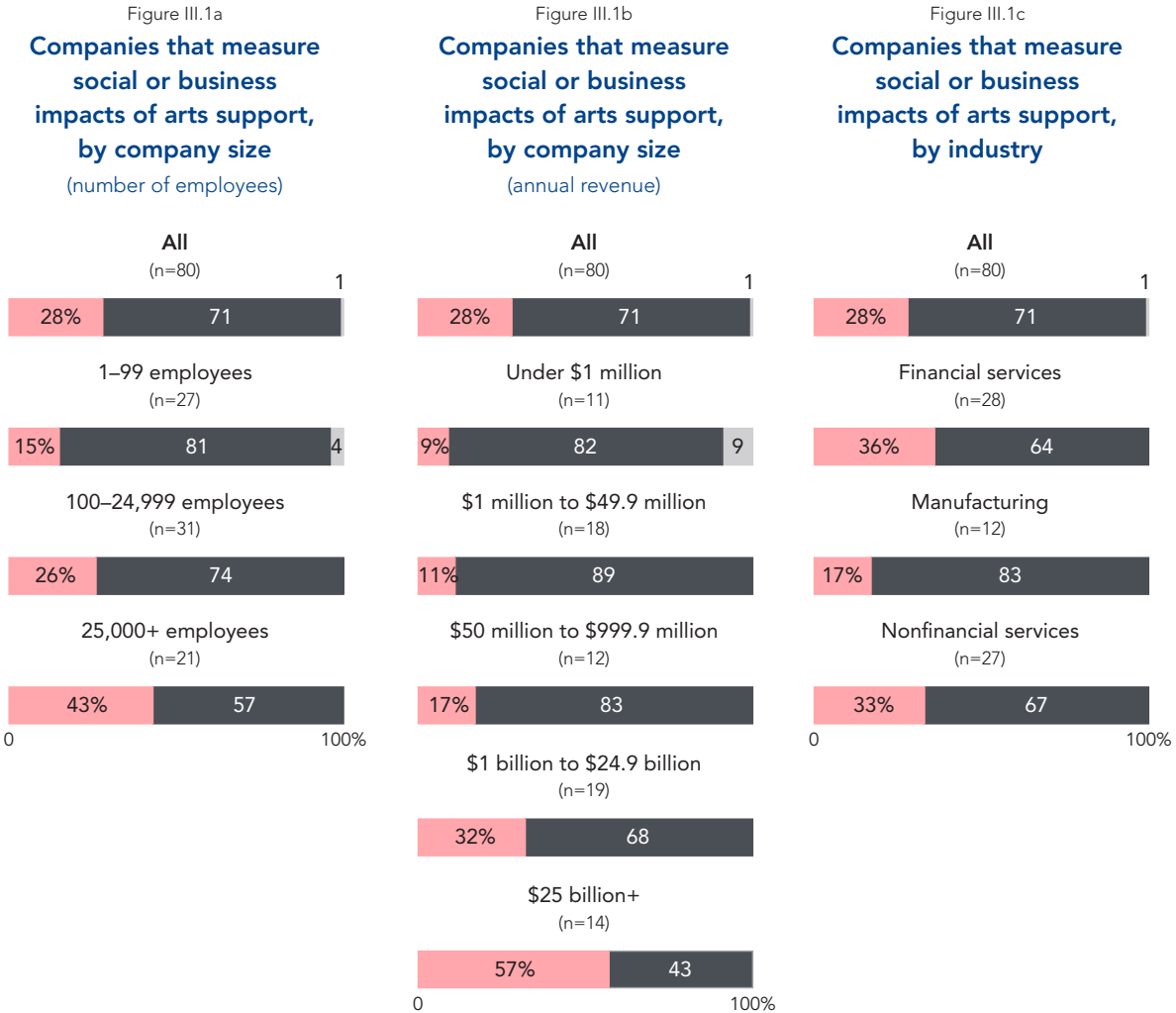
## Arts Support Impact Measurement

Measuring the impact of arts support—either on the business or on society—is difficult and an area of opportunity for companies and arts institutions. The data in Figures III.1a-c confirm that most companies are not focused on measuring the impact of arts support, but rather see it simply as a necessary practice that does not require much further investment.

Only 28 percent of companies attempt to measure or evaluate the business or social impact of their arts support. However, the larger the company, the higher the percent of respondents who do measure impact. For companies with over 25,000 employees, for example, 43 percent measure either business or social impact. More than half of the companies in the \$25 billion+ revenue group measure social or business impact. This tendency for larger companies to measure is likely due to them having more resources—in particular, more staff—to put toward the practice. This assertion is supported by the data on staffing numbers in Figures II.1a-c, which show larger companies have more employees dedicated to arts support, freeing up resources to address impact measurement.

Financial services and nonfinancial services companies are more likely to measure the business or social impacts of arts support than manufacturing companies. This could again go back to the tendency that manufacturing companies have to see arts support as a token part of a community enrichment program rather than a strategic business initiative.

## Does your company measure or evaluate the social or business impact of arts funding to nonprofit organizations?



Source: The Conference Board/Americans for the Arts, 2017

Given that so few companies measure the impact of the arts, it's unsurprising that responses to the survey question about the specific types of metrics tracked were sparse. However, companies that did respond indicated a mix of social impact metrics (such as people served through arts) and business metrics (such as public relations outcomes). Some of the specific metrics that companies cited include:

- Appreciation of arts/fulfillment;
- Attendance;
- Final reports from grantees;
- Growth of partner audience;
- Media coverage;
- Number of at-risk youth involved in arts programs;
- Number of at-risk youth whose social and emotional learning is positively impacted through better grades, civic participation, etc.;
- Number of people reached;
- Number of underserved students who are impacted;
- Rates of board service at arts organizations;
- Social media measures during sponsored events; and
- Surveys from attendees.

### **Corporate donors typically reward grantees that demonstrate a return—or impact**

"We talk about the data that we're getting from our grantees, but it's very much about impact and outcome. The numbers are really important and we're not seeing hard numbers to back the return on investment in the arts. We don't necessarily have the evidence to make the case for why we should be giving more."

"I think increasingly our members want to know how our dollars are being spent and where they're going. So, that's why we try to make sure that every organization we support, not only in the arts, but in everything, that there is a return, that they are making headway in solving critical areas of need in our community."

## Impact on Business and Community Objectives

To date, the most compelling argument for the positive economic impact of arts and arts institutions is the effect they have on local economies.<sup>6</sup> It's unsurprising to see in Figures III.2a-c that the highest proportion of survey respondents (67 percent overall) indicated that "contributes to the economy and quality of life in the community" was an important effect of supporting the arts. Companies understand that their businesses thrive in growing economies and vibrant, culturally rich communities, and they understand that arts play an integral role in creating these environments.

The contribution to the economy and quality of life in the community also solidifies the reasons companies direct the majority of their arts support to local institutions and communities—these are where the most significant benefits for the business accrue.

The business objectives with the highest response rate were:

- Contributes to the economy and quality of life in the community;
- Can stimulate creative thinking and problem solving; and
- Offers networking opportunities and the potential to develop new business and build market share.

Thirty-eight percent of companies overall (a fairly consistent percentage throughout the sample distribution) indicated that advancing corporate objectives was an important contribution of arts support to business objectives. This is quite consistent with the percentage of companies that support arts through marketing or advertising budgets. However, an anomaly occurs with regard to company size. Only 18 percent of companies with revenue below \$1 million selected this reason, despite that category showing higher percentages of companies that supported arts through marketing and advertising budgets. In the next revenue category (\$1 million to \$49.9 million), the percentages even out but drop again to 17 percent in the \$50 million to \$999.9 million category. This could indicate that there is a lack of measurement of the business impact of arts marketing and sponsorship.

Interestingly, there appears to be less enthusiasm for the impact of arts support on business objectives among the largest companies. Respondents in the 25,000+ employees and \$50 million+ revenue categories did not select any of the reasons with as much enthusiasm as smaller companies—only one reason ("Can stimulate creative thinking and problem solving") had more than 50 percent of companies select it as contributing to business objectives.

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<sup>6</sup> See, for example, *Arts & Economic Prosperity 5*, Americans for the Arts, 2017, ([www.AmericansForTheArts.org/EconomicImpact](http://www.AmericansForTheArts.org/EconomicImpact)).



This could be a reflection of the geographic findings on page 33. Typically, larger companies are active in a higher number of geographies and hence might find that the local economic and community impacts they seek are diluted. In addition, if employees are spread around several locations it might be harder for these companies to be as focused on a certain number of local arts institutions and therefore they might struggle to engage employees on a national or international scale with the arts.

For manufacturing companies, the ability to “stimulate creative thinking and problem solving” was ranked second, followed by “helping to recruit and retain employees” and “enhancing team building.” These business impacts demonstrate why manufacturing companies have such a strong propensity to support the arts, despite there not being an immediately clear connection between the industry and arts. Arts are hugely important to employee learning and development, as well as attraction and recruitment, no matter what sector a company operates in.

### **The arts create economic vitality**

“We believe in the importance of a creative economy. It drives the local economy in many ways.”

“The company is very much involved in the redevelopment of downtown. It is a very culture-based company. Even though we’re e-commerce, we feel that having a very active presence in the downtown area is very important. We support a whole myriad of arts organizations in the downtown area.”

“We really see that locally investing in the arts is part of community and economic development.”

“It does improve the overall vitality of a community to have a strong arts presence.”

## What statements explain the effect supporting the arts can have on advancing your company's business objectives?

Figure III.2a

### Effect of arts support on business objectives, by company size (number of employees)

	n	Number of employees			
		All 100	1-99 27	100-24,999 31	25,000+ 21
Can help to recruit and retain employees (e.g., by offering special benefits to employees)	44%	44%	22%	55%	38%
Can stimulate creative thinking and problem solving	53	53	59	48	48
Offers networking opportunities and the potential to develop new business and build market share	48	48	56	42	43
Can advance corporate objectives	38	38	37	35	33
Contributes to the economy and quality of life in the community	67	67	63	74	48
Enhances employee team building	42	42	33	42	38
Addresses issues of diversity in the workplace	30	30	15	32	43
I don't know	1	1	0	0	5

Figure III.2b

### Effect of arts support on business objectives, by company size (annual revenue)

	n	All 100	Annual revenue				
			Under \$1 million 11	\$1 million to \$49.9 million 18	\$50 million to \$999.9 million 12	\$1 billion to \$24.9 billion 19	\$25 billion+ 14
Can help to recruit and retain employees (e.g., by offering special benefits to employees)	44%	44%	18%	33%	33%	47%	43%
Can stimulate creative thinking and problem solving	53	53	82	44	50	32	57
Offers networking opportunities and the potential to develop new business and build market share	48	48	45	67	42	32	43
Can advance corporate objectives	38	38	18	50	17	32	50
Contributes to the economy and quality of life in the community	67	67	55	78	50	74	43
Enhances employee team building	42	42	36	39	50	26	43
Addresses issues of diversity in the workplace	30	30	27	11	33	26	43
I don't know	1	1	0	0	0	0	7

Figure III.2c

### Effect of arts support on business objectives, by industry

	n	All 100	Industry		
			Financial services 28	Manufacturing 12	Nonfinancial services 27
Can help to recruit and retain employees (e.g., by offering special benefits to employees)	44%	44%	43%	50%	30%
Can stimulate creative thinking and problem solving	53	53	50	50	59
Offers networking opportunities and the potential to develop new business and build market share	48	48	57	25	44
Can advance corporate objectives	38	38	25	33	48
Contributes to the economy and quality of life in the community	67	67	57	58	70
Enhances employee team building	42	42	36	50	37
Addresses issues of diversity in the workplace	30	30	29	42	26
I don't know	1	1	4	0	0

Source: The Conference Board/Americans for the Arts, 2017.

Companies have indicated that improving the community is important for their businesses, so it's instructive to understand how arts support can contribute to community objectives. However, overall companies were more interested in how supporting the arts can help with business objectives. Responses to the question about how supporting the arts contributes to community objectives were lower than responses to the question about how supporting the arts contributes to business objectives. This could indicate two things:

- 1 That companies value the business impact of their arts support over community impact.
- 2 That companies have a better understanding and grasp of how to measure business impact than they do community impact.

The highest percentages of companies responded that arts support had these two effects on the community:

- 1 The arts improve the quality of life in the community.
- 2 The arts help create a vibrant community and society.

The most notable difference in the data analysis came from the manufacturing sector, which had 58 percent of companies respond that the arts improve the quality of life in the community. Since manufacturers often have a large impact on local communities around their facilities, it's unsurprising that they consider supporting local arts organizations to be an important part of managing community relations.

### **The arts are important for companies to build their brands and create business opportunities**

"In some ways, arts funding is a little bit self-serving. You certainly are helping organizations that need donations, need funding, need volunteers. But you're also meeting a ton of people, and in that way, it provides incredible networking. We meet lots of people and we end up getting clients out of a lot of the people we meet."

"We have initiatives, which we know create 'brand aura.' These are part of a marketing arm of the organization, where we actually demonstrate to the world the cool things that we do as a company. Last year, we funded ten murals across ten cities in the United States from Boston all the way to Los Angeles. We mostly pushed that out through social media and a partnership with a nonprofit out of Santa Monica, California. It was quite successful for us."

## Which statement best explains the effect supporting the arts can have on advancing your company's community objectives?

Figure III.3a

### Effect of arts support on community objectives, by company size (number of employees)

	n	Number of employees		
		All	1-99	100-24,999
Arts organizations have outreach programs that serve underserved communities	4%	4%	6%	0%
The arts are an economic engine in the community	14	22	10	10
The arts help create a vibrant community and society	30	22	32	33
The arts help us grow our business or meet corporate objectives	13	15	13	10
The arts improve academic performance for the students	5	4	6	5
The arts improve the quality of life in the community	35	33	32	43
The arts create conversation about important issues	0	0	0	0

Figure III.3b

### Effect of arts support on community objectives, by company size (annual revenue)

	n	All	Annual revenue			
			Under \$1 million	\$1 million to \$49.9 million	\$50 million to \$999.9 million	\$1 billion to \$24.9 billion
Arts organizations have outreach programs that serve underserved communities	4%	9%	0%	0%	5%	0%
The arts are an economic engine in the community	14	27	17	25	0	14
The arts help create a vibrant community and society	30	18	22	42	32	29
The arts help us grow our business or meet corporate objectives	13	0	28	0	11	21
The arts improve academic performance for the students	5	9	6	0	5	7
The arts improve the quality of life in the community	35	36	28	33	47	29
The arts create conversation about important issues	0	0	0	0	0	0

Figure III.3c

### Effect of arts support on community objectives, by industry

	n	All	Financial services	Manufacturing	Nonfinancial services
			28	12	27
Arts organizations have outreach programs that serve underserved communities	4%	0%	0%	7%	
The arts are an economic engine in the community	14	21	0	15	
The arts help create a vibrant community and society	30	32	33	22	
The arts help us grow our business or meet corporate objectives	13	14	8	15	
The arts improve academic performance for the students	5	0	0	11	
The arts improve the quality of life in the community	35	32	58	30	
The arts create conversation about important issues	0	0	0	0	

Source: The Conference Board/Americans for the Arts, 2017.

## About the Authors

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**Emily Peck** is vice president of private sector initiatives at Americans for the Arts. She is responsible for providing business and foundation leaders with the information, resources, and strategies they need to better partner with and support the arts. She oversees a variety of programs including the BCA 10, which recognizes businesses for their support of the arts and the BCA Executive Board, which is comprised of CEOs who provide leadership and advice. She also organizes professional development programs which encourage and enhance partnerships with businesses and foundations and works with strategic partners in the business and foundation communities to advance our advocacy efforts.

## Related Resources from The Conference Board

### Giving Thoughts

*Giving Thoughts* is a blog and online publication series in which The Conference Board engages corporate philanthropy and corporate citizenship experts in an open dialogue about topical issues of concern to member companies.

Visit [www.conferenceboard.org/givingthoughts](http://www.conferenceboard.org/givingthoughts).

Recent editions of the *Giving Thoughts* series:

- Donor Advised Funds: Democratizing Philanthropy to Change the World
- The New Business of Business: Innovating for a Better World
- Taking a Stand: How Corporations Speak Out on Social Issues

### Publications

"Integrating Creating Shared Value and Corporate Governance,"  
*Director Notes v8, n2*, March 2017

"22 Truths about Strategic Community Impact: Insights from the  
Strategic Community Impact Symposium," *Conference KeyNotes CK-162*, March 2017

"16 Truths about Income Inequality," *Conference KeyNotes CK-160*, January 2017

*Giving in Numbers: 2016 Edition*, published by CECP in association with  
The Conference Board, Research Report, 2016

### Councils

Corporate Social Responsibility Council

Philanthropy and Engagement Council

Global CSR and Philanthropy Council

## Related Resources from Americans for the Arts

### The pARTnership Movement

The pARTnership Movement provides business and arts leaders with the tools, research, and best practices they need to create and sustain partnerships between the arts and business communities. Visit [www.pARTnershipMovement.org](http://www.pARTnershipMovement.org).

The pARTnership Movement essay series provides a deep dive into examples of the many ways businesses partner with the arts to achieve business goals. Visit, [www.pARTnershipMovement.org/essays/](http://www.pARTnershipMovement.org/essays/).

### Employee Engagement

Americans for the Arts recognizes that engaging business professionals and employees through the arts is key to fostering a desirable work environment, increasing efficiency and morale, and building the competitive advantage of a business. Americans for the Arts serves as a resource, guide, and hub for all the information you need to start, sustain, or transform a successful arts-based volunteer or employee engagement program. Visit, [www.americansforthearts.org/by-program/networks-and-councils/business-volunteers-for-the-arts-and-employee-engagement](http://www.americansforthearts.org/by-program/networks-and-councils/business-volunteers-for-the-arts-and-employee-engagement)

### Arts & Economic Prosperity

This study documents the key role played by the nonprofit arts and culture industry and their audiences in strengthening our nation's economy. Visit, [www.AmericansForTheArts.org/AEP5](http://www.AmericansForTheArts.org/AEP5)

### Advisory Board

BCA Executive Board is comprised of business leaders who provide leadership on key initiatives including messaging, advocacy, and strategic alliances within the private-sector community. Visit, [www.americansforthearts.org/about-americans-for-the-arts/business-committee-for-the-arts-executive-board](http://www.americansforthearts.org/about-americans-for-the-arts/business-committee-for-the-arts-executive-board).

The Private Sector Council is an advisory group charged with helping Americans for the Arts develop and implement private sector advocacy programs and serves as leaders to other local arts agencies seeking to connect with the private sector. Visit, [www.americansforthearts.org/by-program/networks-and-councils/private-sector-network/council](http://www.americansforthearts.org/by-program/networks-and-councils/private-sector-network/council).

### Creative Industries Reports

*The Creative Industries: Business & Employment in the Arts* reports provide a research-based approach to understanding the scope and economic importance of the arts in America. **Nationally, 702,771 businesses are involved in the creation or distribution of the arts, and they employ 2.9 million people.** This represents 3.9 percent of all US businesses and 1.9 percent of all US employees (2015). Reports for all 435 US Congressional Districts, the 50 states, the District of Columbia, the 7,500 state legislative districts, and all 3,143 US counties are available at:

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