

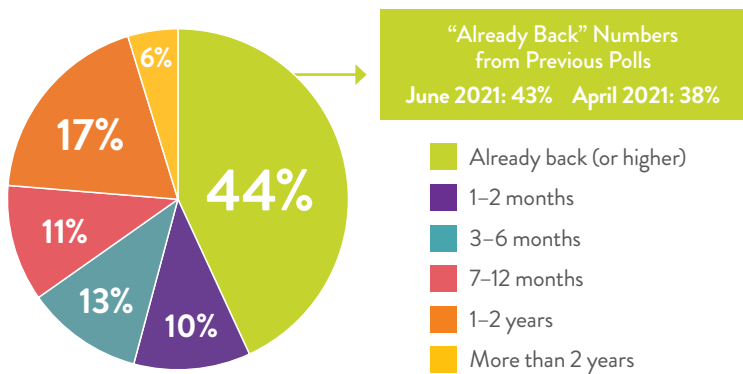
**AUGUST 10, 2021**

The Advisory Board for the Arts regularly surveys leaders at arts organizations — including operas, ballets, symphonies, festivals, theaters, venues, schools, advocacy organizations, and museums — about issues relevant to the arts world. This online survey was fielded **July 29–August 6, 2021**. This is the thirty-third survey of the series.

## TEAM RETURN AND HIRING

### Less Than Half of Teams Back to Full Strength

Time Until Full Time Staff is Back to Pre-Pandemic Size



“Already Back” Numbers from Previous Polls  
June 2021: 43% April 2021: 38%

- Already back (or higher)
- 1-2 months
- 3-6 months
- 7-12 months
- 1-2 years
- More than 2 years

N=72

### Current Team Size

Full-Time Staff Size as a % of Pre-Pandemic Staff

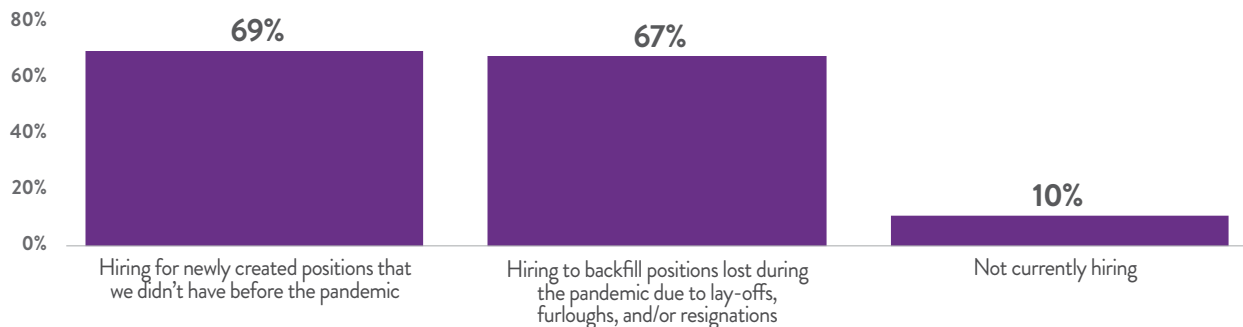
# 88%

Orgs at <75%	Orgs at 75-99%	Orgs at 100%+
23%	39%	39%

N=70

### Most Arts Orgs Are Actively Seeking New People

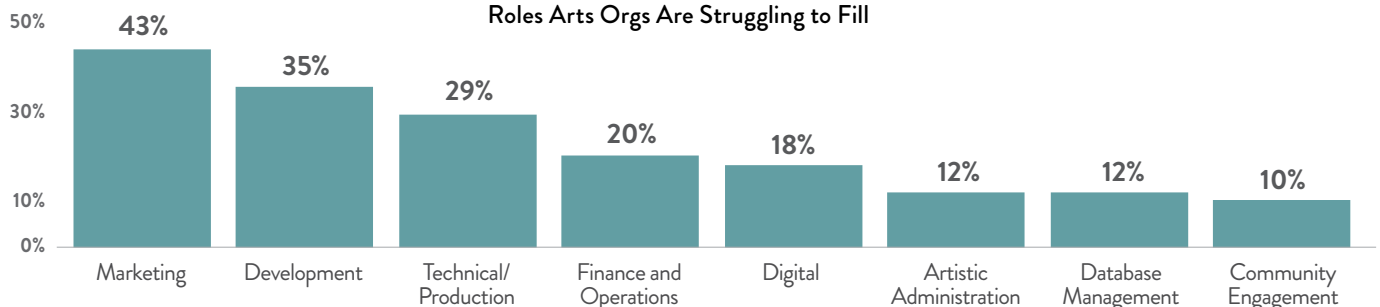
Current State of Hiring



N=70

### Marketing Roles Hardest to Fill

Roles Arts Orgs Are Struggling to Fill



N=49

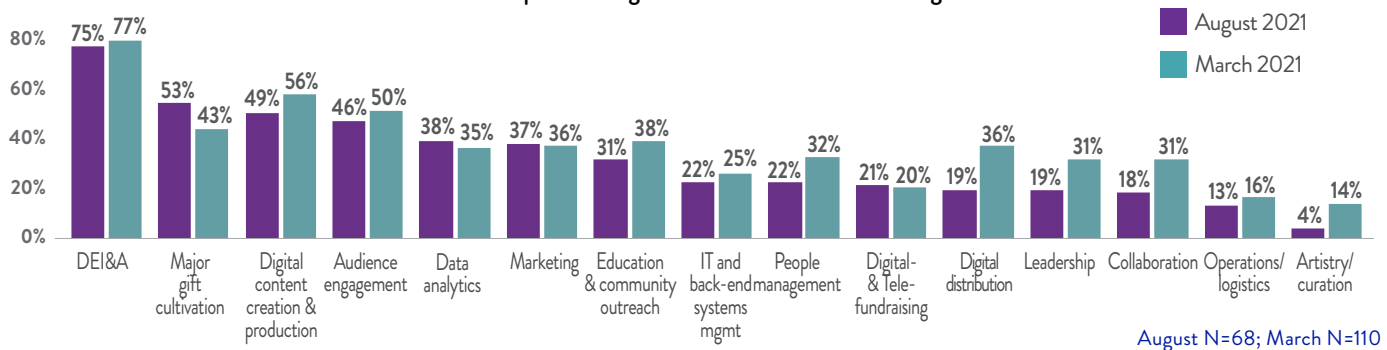
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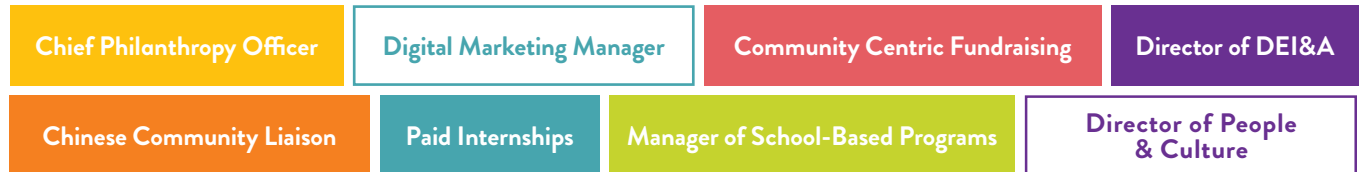
## NEW SKILLS AND ROLES FOR THE FUTURE

### DEI&A Remains Top-Desired Skillset; Greater Emphasis on Major Gifts

Staff Skills/Expertise Orgs Want to Enhance in Coming Year

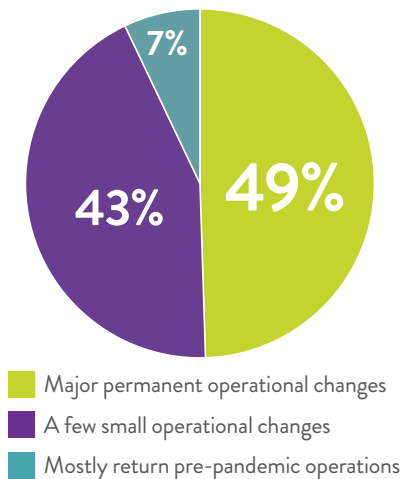


### New Roles Arts Orgs Are Planning to Create in Next 1–2 Years



### Most Believe Pandemic Will Cause Lasting Change

Future of Arts Organizations A Few Years Post Pandemic



### The Future of Arts Organizations

#### Major Permanent Changes (49%)

"Impact information in terms of fundraising will be vital as competition will increase for philanthropic funding."

"Transforming institutions into ones that better reflect the communities they serve."

"Remote engagement will become a standard part of operations, both administratively and in the delivery of content. Organizations will continue to create digital-only content while also employing technology to provide virtual access to live content."

#### Few Small Changes (43%)

"Less normalization of long hours and no breaks. More working from home."

"More video, more social media, more video in the schools, more video conferencing, maybe streaming depending on the unions."

#### Mostly Return to Pre-Pandemic Operations (7%)

"Most orgs will return to the old 'normal' because that is what their core audiences expect. The model has been exposed as broken but most leaders are too timid to make dramatic authentic change."