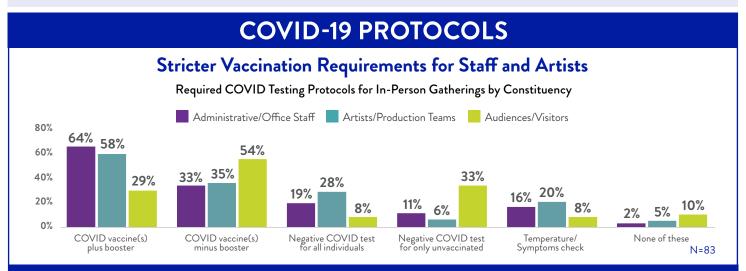


Transforming Arts Organizations Worldwide

Arts Organization Leader Benchmarking

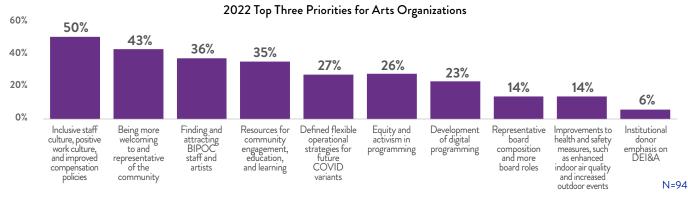
JANUARY 18, 2022

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 **January 6–14**, **2022**. This is the fourty-first survey of the series and was designed to help arts leaders understand how their peers are navigating the new year and its unique challenges amidst the ongoing pandemic.

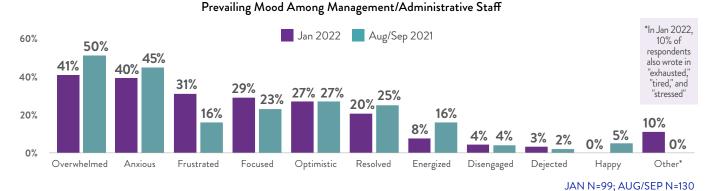


OVERALL PRIORITIES & MORALE

Variety of Top Focus Areas for 2022, with Improving Staff Culture in the Lead



Teams are More Frustrated Yet Remain Optimistic





Arts Organization Leader Benchmarking

JANUARY 18, 2022

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DEI&A Immediate Action on DEI&A Across Majority Setting Standards and Using Groups, Less So for Donors External Support to Progress in DEI&A Time When DEI&A Is An Intentional Strategic Focus Top 3 Most Effective Strategies in Operationalizing DEI&A Progress For Various Constituencies Focus for 2022 and beyond Focus for 2023 and beyond I do not know Setting standards, goals, and systems 74% 12% 14% 52% Using external support 34% 19%

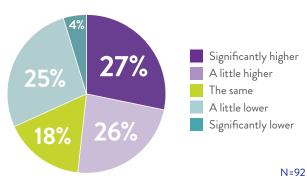


Using external support Improving alignment/accountability Leveraging leadership and momentum Redefining leadership models and roles Revamping the board 19% N=86

BUDGET & TICKET SALES

About Half Have Higher Budgets This Year

Projected Overall Expenses for the Current Year vs. the Most Recent Pre-Pandemic Year



Subscribers Have Remained More Steady Than Single Ticket Buyers

Percentage Change in Sales From The Most Recent Pre-Pandemic Year to This Year

-29% vs. -15%

Decrease in single ticket buyers

Decrease in subscribers

N=67

N=63

Approaches to Encouraging Audience Return

Emphasis on internal safety protocols

Ticket flexibility and guaranteed refund policies

Frequent audience/patron surveys and action

Required vaccination and masking

Lower ticket prices and packages

Increased direct communication about COVID safety plans