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ADVISORY BOARD for the ARTS

Transforming Arts Organizations Worldwide

Increasing Audience Diversity

October 2022

Report Outline

1. Overview of the Project

2. Learnings From Around the World

3. Elements of a Potential Audience Diversity Strategy

Overview of the Project

- The Royal Albert Hall commissioned **an ABA custom project on how to build more diverse audiences**, focusing especially on increasing **age** and **ethnic diversity.** This research fits within the Hall's wider internal work for their Audience Development Plan 2022-2026.

- To help unearth best practices and strategic frameworks from within the cultural sector, ABA conducted a total of **26 interviews**:
  - 13 peer organizations
  - 5 experts
  - 3 associate artists
  - 6 Royal Albert Hall staff.

- Our findings are structured along **two main axes:**
  - **internal organizational changes** (e.g., staffing, values, trainings etc.)
  - **external activity changes** (e.g., communications, partnerships, programming etc.)

'We will have diversity running through everything we do, bringing new and varied people to the Hall through our culture and the events and experiences that we offer.'

~ Royal Albert Hall Audience Development Plan 2022-2026

Interviews Conducted by ABA

Organizations

La Jolla Playhouse - California, USA
https://lajollaplayhouse.org/

Minnesota Opera - Minnesota, USA
https://mnopera.org/

Scottish Ballet - Glasgow, Scotland
https://www.scottishballet.co.uk/

ACMI - Melbourne, Australia
https://www.acmi.net.au/

Southbank Centre - London, England
https://www.southbankcentre.co.uk/

Carnegie Hall - New York, USA
https://www.carnegiehall.org/

Wolly Mammoth Theatre Company - Washington D.C., USA
https://www.woollymammoth.net

Toronto Symphony Orchestra - Toronto, Canada
https://www.tso.ca/

San Francisco Opera - California, USA
https://www.sfopera.com/
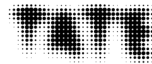
Tate - London, Liverpool & St Ives, England
https://www.tate.org.uk/

Pacific Northwest Ballet - Seattle, USA
https://www.pnb.org/

Stages Houston - Houston, USA
https://www.stageshouston.com/

Contact Theatre - Manchester, England
https://contactmcr.com/

Experts & Artists

Delia Barker, Cultural Sector Consultant

Roger Wilson, Director of Operations at Blacklives in Music

Nitin Sawhney, Musician, Producer and Composer

Anna Lapwood, RAH Associate Artist

Jess Gillam, RAH Associate Artist

LionHeart, RAH Associate Artist

Courtney Harge, CEO at OF/ BY FOR ALL

Lauren Benetua, Community Datalyst at OF/BY/FOR ALL

RAH Staff

6 employees from different department and hierarchical levels

Report Outline

1. Overview of the Project
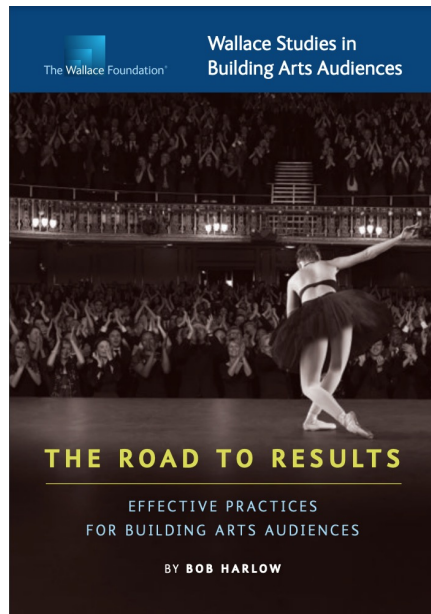
2. Learnings From Around the World

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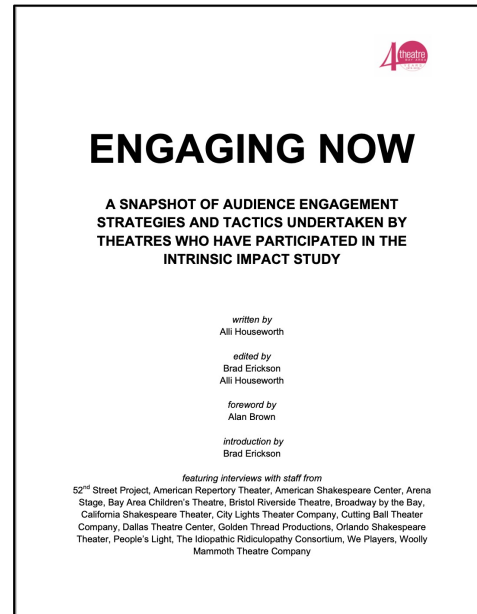
Learnings From Around the World

- Context and Key Lessons Learned

- External Changes to Build More Diverse Audiences

- Organizational Changes to Foster Audience Development

Much Work has Been Done on the Topic of Audience Development

The Road to Results, Wallace Studies in Building Arts Audiences

Intrinsic Impact White Paper, Theatre Bay Area
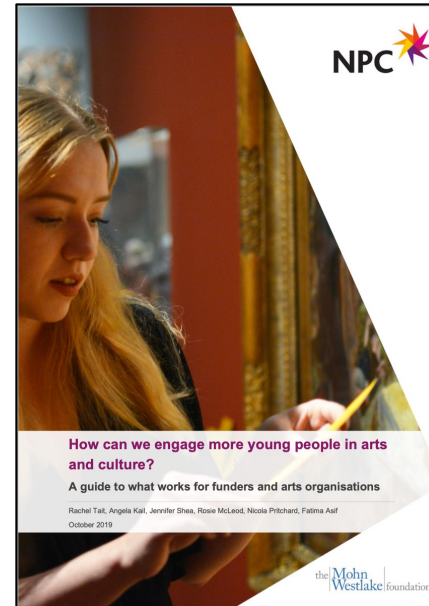
How can we engage more young people in arts and culture?- Report, New Philanthropy Culture

An Introduction to Engaging Diverse Audiences, Regional Arts & Culture Council

Leading Change: Audience Diversification in the Arts Ongoing Research, Deakin University

Organizations Are Taking a Holistic Approach to Change

Highest Priority DEI&A Elements

Element	Percentage
Community engagement	67%
Staffing (who we hire and promote, pay scales, etc.)	63%
Representation among composers, playwrights, artists, etc. (i.e., originators of the art)	63%
Representation among musicians, dancers, actors, etc. (i.e., performers of the art)	62%
Board composition	60%
Audience composition	46%

N=156

Source: ABA Arts Executive Poll, February 2021

Most Believe that Audience Composition Will Be the Slowest to Change

Order of Anticipated Progress on Elements (1=Fastest Progress)

Element	1	2	3	4–6
Representation among performers of the art	34%	26%	13%	26%
Representation among originators	26%	37%	8%	29%
Staffing (who is hired and promoted, pay scales, etc.)	16%	3%	39%	42%
Community engagement	13%	11%	29%	47%
Board composition	8%	16%	3%	74%
Audience composition	3%	8%	8%	82%

Legend: **1** | **2** | **3** | **4–6**
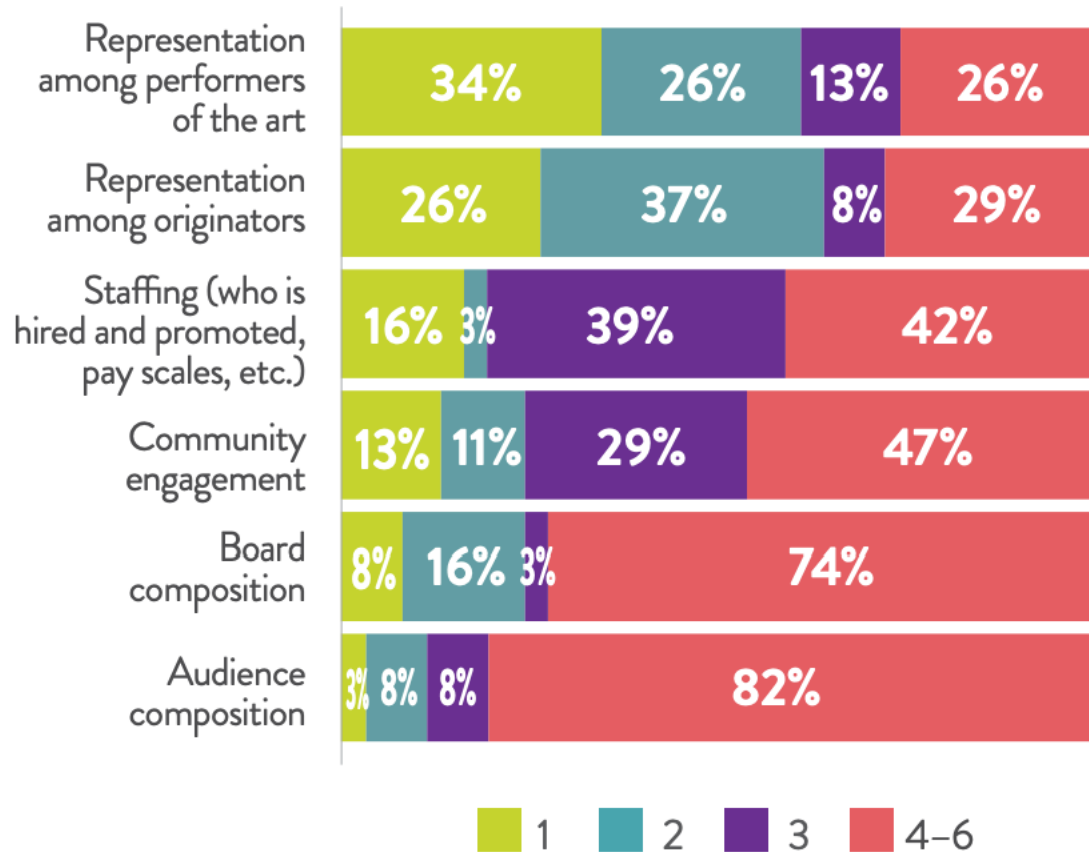
N=38

> Audience composition is perceived to be the slowest to change...
>
> and comes after internal work and enhanced cultural competency with artists and staff

Increasing Audience Diversity Requires Overcoming a Number of Barriers

Most Difficult Challenges to DEI&A Progress

Bar chart of most difficult challenges to DEI&A progress:

- 70% — Ensuring our efforts are (and are perceived as) authentic
- 65% — Establishing the right metrics to hold ourselves accountable
- 51% — Attracting, hiring, and retaining the right talent
- 49% — Setting the right order and pace of change
- 43% — Balancing the needs/preferences of different stakeholders
- 38% — The financial implications of some changes
- 25% — Managing the risk of missteps
- 15% — Knowing where to start

N=142

Source: ABA Arts Executive Poll

Lessons Learned from Cultural Organization Interviews

- **Authenticity is crucial** - audiences and stakeholder (particularly internal staff) can easily sense if the commitment to audience diversity is not authentic

- **It is a journey that takes years** - it is a lifestyle change, not a diet. The art is in how you plan and set out on that journey

- **Transparency of where you are and where you are trying to go is important** - people respect and accept an honest assessment

- **There is no silver bullet** - organizations around the world have had mixed success to date

- **It is impossible to make progress without changing the internal culture of the organization itself** (through hiring, training, changing decision making, etc)

- Being successful ultimately requires **establishing a dialog with the communities you are trying to attract** not broadcasting to them- being part of the community ecosystem

Artists and Experts Share Suggestions to Mitigate Attendance Barriers

- **Be more involved in supporting the profession/ field** such as fostering networking opportunities, offering rehearsal spaces and promoting smaller events for exposure etc.

- **Leverage major-name artists to push DEI efforts-** in artist contracts, include stipulations to have diverse and emerging openings acts and behind the scenes crew.

- **Tell new stories-** many venues have histories worth sharing that can supplement and expose new aspects of the work beyond just the arts (e.g., podcasts, radio talks etc.)

- **Expand awareness with word of mouth to reach diverse communities-** to build momentum and word of mouth requires more than a single evening event to get people to start talking about your organization

- **Break down barriers and be more personal-** leverage social media like TikTok allow artists to capture their work with more intimate videos, and enter into conversation with viewers etc.

- **Loosen up codes of conduct-** for example have select moments to invite audiences to take their phones out

- **Be bolder with programming-** being willing to walk away from programs that their typical audiences expect

Learnings From Around the World

- Context and Key Lessons Learned

- Organizational Changes to Foster Audience Development

- External Changes to Build More Diverse Audiences

Building Audience Diversity Requires Internal Changes and Trust Building

To increase audience diversification, organizations must first **build trust with their communities and audiences** and demonstrate true and authentic commitment to diversity and inclusion in every aspect of their work.

We have organized the following section on organizational changes in 6 parts:

1. Committing to a Clear Vision

2. Aligning the Board and Senior Management

3. Measuring and Allocating Resources for Success

4. Recruiting to Increase Cultural Competence

5. Training and Reframing Mindsets

6. Bringing More Diverse Voices into Decision Making

Note: There is no specific order for implementing activity changes, but should be seen as a holistic series of transformations.
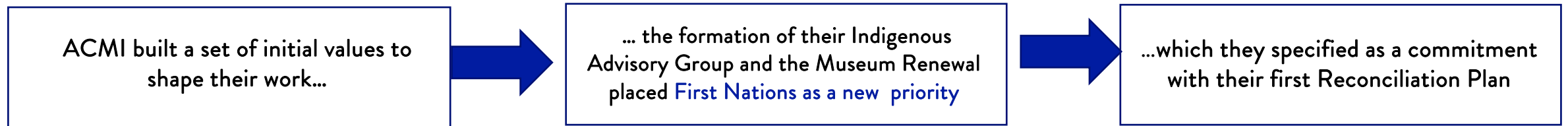
1. Committing to a Clear Vision

Insights

- Authentic progress cannot be achieved without clear set of widely understood values (what you stand for)

- Values need to be visible

- Be transparent and honest, and don't ignore past harm

- This work should be done with external input (ensure values are meaningful to all)

1. Committing to a Clear Vision

acmi

Case Example: ACMI's Values Visible in Organizational Changes

| ACMI built a set of initial values to shape their work… | → | … the formation of their Indigenous Advisory Group and the Museum Renewal placed First Nations as a new priority | → | …which they specified as a commitment with their first Reconciliation Plan |

Initial Values 2018

- *The moving image is accessible to all*

- *Innovation requires experimentation and risk taking*

- *Collaboration enables real accomplishment*

- *Creative expression takes diverse forms*

- *In working together with integrity and respect*
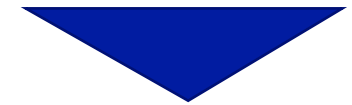
From Initial Values 2018

- *The moving image is accessible to all*

To New Values 2019

- *First Nations culture is at the centre of Australian culture*

- *Commitment to diversity and inclusivity is ongoing work and must be continuously championed*

ACMI's Reconciliation Plan 2021-23

First Year Results
- Achieved target 2% workforce identify as First nations peoples

- Two First Nations ongoing programming roles appointed in 2021

- 13 Aboriginal and Torres Strait businesses support via contracts

https://www.acmi.net.au/about/

1. Committing to a Clear Vision

Case Example: Center Theatre Group Commits to Change and Transparent Progress Updates

1. Acknowledging more than just verbal commitment
While Center Theatre Group's Leadership issued their own Commitments to Change, the Theatre also received letters from individuals and groups urging them to do better and go further.

2. Owning up to past harm
Center Theatre Group fully recognizes that they have been complicit in the culture of white supremacy and anti-Blackness that dominates the field and society.

3. Committing to accountability and transparent reporting
To live up to their values and demonstrate authentic and honest change they have made their commitments publicly available with detailed frequent reporting and accountability.

Progress so far…

July-September 2020 Build a foundation for this work
❑ Board of Directors' Leadership voted in favor of creating a dedicated budget
❑ Started process of expanding our artistic team so that it is more diverse
❑ Launched two ongoing, facilitated staff affinity spaces…

October 2020-March 2021 create new structure for communication, learning and collaboration
❑ Completed a four-month Working Group process
❑ Weekly affinity space gatherings and micro-trainings
❑ The creation and ongoing growth of an internal Accountability Team
❑ Artistic Department engaged consultant Mica Cole to support ongoing change…

April 2021-October 2021 Deepen Understanding (with dedicated report coming soon)

November 2021-March 2022 Transform policies, practices and building transparency (with dedicated report coming soon)

2. Aligning Board and Senior Management

Insights

- **Broader representation on Board and management teams improves outcomes** (commitment to the work, opens up decision making and fosters more insights…)

- **Removal of barriers (such as expected board giving)** allows for systemic change

- **Active solicitation and training of the board** helps to ensure authenticity

2. Aligning Board and Senior Management

Case Example: Round House Theatre, After a Stumbling Start, Board Transforms Authentically

Attempt #1: "Proposing Marriage on the First Date"

Board identifies BIPOC candidates from within the personal networks of its current members.

Without acclimation to the organization or a clear case for joining, BIPOC candidates almost universally decline Round House's invitation to join the board.

Attempt #2: "Earning the Right to a Diverse Board"

Adjusting the Environment

Official Task Force
Board creates an EDIA task force, led by former board chair, to change its culture. Board later institutes permanent EDIA committee in its bylaws.

Intensive Training
Board engages in full day of anti-racist training

Making Room

Term Limits
Board institutes term limits intended to refresh thinking and make room for BIPOC candidates over time.

Elimination of Board "Dues"
Board eliminates $5,000 annual contribution requirement, shifting to "personally meaningful" contribution that is among top 2 or 3 annual gifts.

Values-Driven Candidate ID
Board identifies candidates based on resonance with community value proposition rather than current organizational relationship.

Building Accountability

Strategic Focus on Community
Board incorporates EDIA into its strategic plan (originally for release in 2019), including a community focus likely to resonate with prospective BIPOC board candidates.

Annual Public Reporting
Board commits to reporting on progress and creating a new EDIA plan annually.

"Originally, we identified BIPOC candidates based on their donation history with us or their relationship with current board members.

Now, we look at their involvement with community organizations sharing similar objectives. Then we back-solve for how we can get to know the person and approach them around shared values."

Ed Zakreski
Managing Director
Round House Theatre

2. Aligning Board and Senior Management

Case example: Oakland Museum of California Reframes their Board, Leadership and Staff Structures

Board Changes		Leadership & Staff Changes

1. Establishing a Community Engagement Committee to prioritize values
- push efforts with local community

- focus on connecting the Boards' work and priorities to community needs.

- facilitate understanding of diversity, equity, inclusion and access.

2. Reducing Board terms to foster dynamism…
- Board terms set to 3 years. Trustees can serve for up to 3 consecutive terms.

- Continually looking for new board members

- Allows them to look at existing board and see where new perspectives are needed

1. Responding to staff cuts with a new Leadership council
- Major budget cuts in 2021 led to staff restructuring

- The restructuring process was handled with full staff transparency and involvement.

- Staff discussions led to the formation of a leadership council with representatives from across the museum to dismantle traditional hierarchies of command

3. Removing barriers to participating on the Board…
- Changed meetings times to evening after work

- Option to attend meetings virtually even pre-pandemic

- Ensures access and flexibility

4. Participating in multi-year sector initiatives…
- Through this effort, OMCA's trustees have engaged in extended training and conversations around representation and implicit bias

- Also discussed examination of Board policies and practices, structure, and culture.

2. Training around equity and inclusion for all
- All-staff training

- cohort learning in partnership with community facilitators

- function-specific workshops such as customized training for frontline staff and volunteers, programmers, evaluators, and more.

2. Aligning Board and Senior Management

Other Case examples: Varied Policies to Align Governance with Values

moCa Cleveland

Board unanimously voted a three-co director structure for two-year terms, instead of a single director in the hope this will lead to more equitable decision making with more diverse perspectives.

TATE

Nominated a Youth Engagement Trustee in 2019, to ensure audience development efforts with young audiences remains a leadership priority. When nominated, the trustee was the youngest serving trustee in a national museum/ gallery in the UK.

AT&T PERFORMING ARTS CENTER *Yours to Discover*

Actively recruit Board Members based on their skills and expertise to ensure board is more about competences required for governance. Board went from 13% diverse in 2014 to 36% diverse in 2020.

3. Measuring And Allocating Resources for Success

Insights

- Meaningfully changing audience perception **can take many years**

- **Focus on 'input measures'** (milestone achieved, activities undertaken) at the beginning of the journey, rather than 'output measures'

- **Commit long-term funding** (dedicated budgets are required not just ad-hoc funding)

- **Action plans are key** to ensure organizations commit to a timeline and goals

3. Measuring And Allocating Resources for Success

THE OLD GLOBE

Case Example: The Old Globe Commits to a 5-year Social-Justice Roadmap backed by a $2,000,000 budget

9 Areas of focus for roadmap

- ❑ Vision, values and institutional practices

- ❑ Programming and artistic development

- ❑ Arts engagement, community partnerships and networks

- ❑ HR, hiring practices and workplace environment

- ❑ Public-facing paid and volunteer workforce

- ❑ Marketing and community

- ❑ Philanthropy

- ❑ Gradate Theatre programs

With dedicated outcomes set for each area at each phase

Programming Phase 1: Starting in 2020
- At least 50% of Globe playwrighting commissions will be issued to BIPOC (BAME) writers

Programming Phase 2: Starting in 2021
- Will increase Spanish-language and Latinx-themed content.

Programming Phase 3: Starting 2022
- Seek to retain BIPOC (BAME) casting directors and develop BIPOC (BAME) staff.

Programming Phase 4: 2023-2025
- We will create the *Amplify Series*, a developmental program to develop new writing, digital content etc. curated by Globe BIPOC (BAME) staff

3. Measuring And Allocating Resources for Success

STEPPENWOLF

Case Example: Steppenwolf Theatre's staff, Leadership and Artists Help Frame Areas of Change With SMART* Goals

Work/ Hiring practices	EDI Training & Education	Credit/ Compensation	Transparency/ Auditing	Wellness
Example: Training all Department Heads	Example: Anti-racism annual curriculum	Example: Ensure that all work is compensated equitably across function areas.	Example: Create an annual dashboard of IDEA accountability	Example: Explore a code of conduct for meetings in support shared values.
SMART Goals: • Onboarding protocols codified and shared with staff by July 2021 • 100% of Department Heads and Supervisors trained by August 2021 • 100% compliance with policies by institution in Q3-4 of 2021	**SMART Goals:** • 2021 IDEA Application Process Released week of February 1 • 2021 IDEA Curriculum Developed and Implemented on at least a quarterly frequency 2021 • Monthly BIPOC healing/Affinity and White Anti-Racist Learning Spaces in 2021	**SMART Goals:** • Input from Ensemble Committee to Artistic and Executive Director on role/responsibilities of Ensemble and Compensation agreement – Summer 2021 • Launch new Matrix of Artist Compensation for 21/22 Season	**SMART Goals:** • IDEA Action Council to research and create a suite of recommendations – September 2021 • Leadership Team to review models of potential accountability dashboard • Final dashboard created and HR to publish – Nov 2021 - January 2022	**SMART Goals:** • Leadership to develop a draft framework for meeting code of conduct – June 2021 • Review with IDEA Action Council – July 2021 • Implement across Departments if accepted – August 2021

*SMART Goals: Specific, Measurable, Attainable, Relevant, Time-based

4. Recruiting to Increase Cultural Competence

Insights

- **Hiring and training for cultural competency*** significantly increases inclusivity and leads to better decision making

- **More representation in hiring panels** demonstrates organizational commitment to diversity and helps avoid affinity biases in interviews

- **There are multiple ways to avoid hiring biases** in job descriptions, job postings and interviews

*Cultural competence is the ability to participate ethically and effectively in personal and professional intercultural settings.

4. Recruiting to Increase Cultural Competence

Case example: Contact Theatre's Young Recruitment Panel

2-Step Interview Process to Include Different Perspectives

1st Round: Management Panel

There are usually 3 or 4 people on the Management Interview Panel; which includes people from different departments. Occasionally, they ask someone from another organization to be a panel member.
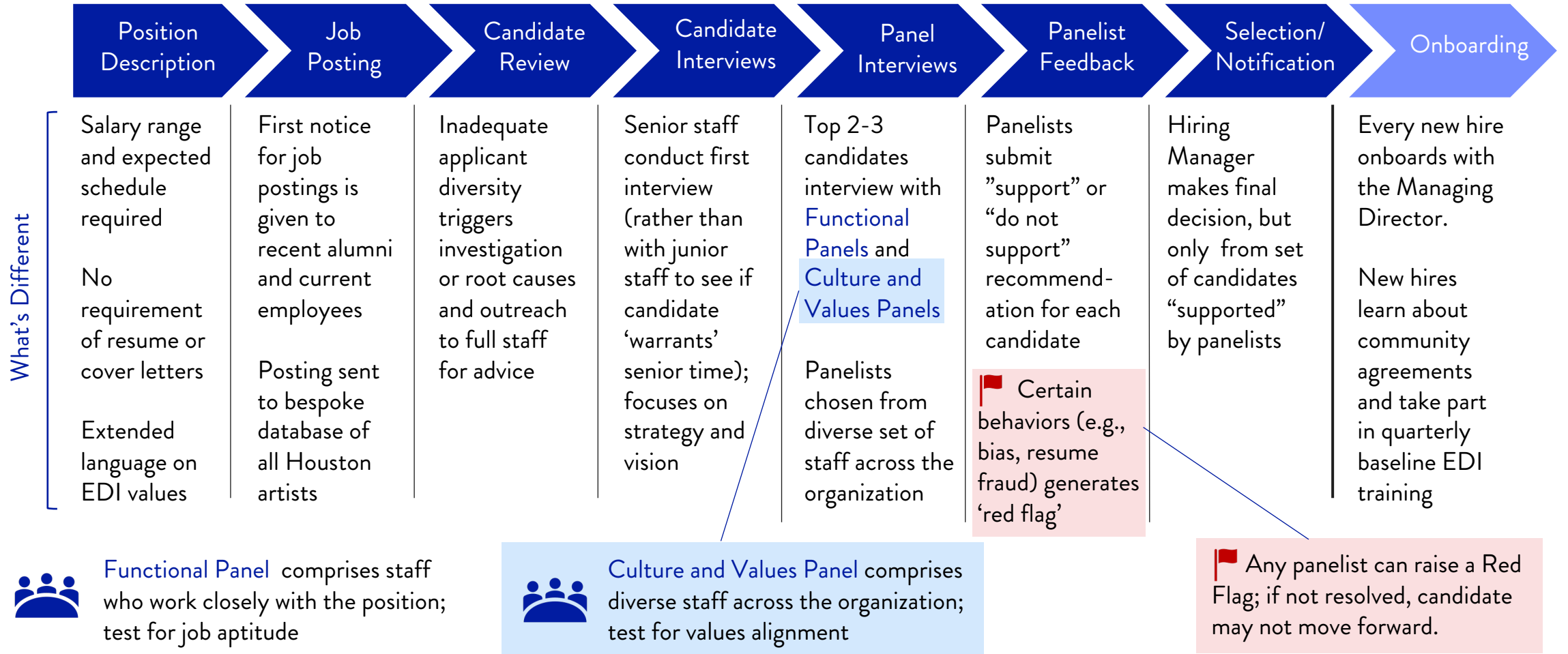
2nd Round: Young People Panel

At Contact young people are at the heart of decision making, including recruitment of staff members. In light of this, candidates for all posts are also interviewed by a separate panel of young people who are previous or current participants to Contact. This panel has equal weight to the staff panel in the selection of the successful applicants.

4. Recruiting to Increase Cultural Competence

STAGES

Case Example: Stages' Redesigned the Hiring Process

Position Description	Job Posting	Candidate Review	Candidate Interviews	Panel Interviews	Panelist Feedback	Selection/ Notification	Onboarding

What's Different

Position Description	Job Posting	Candidate Review	Candidate Interviews	Panel Interviews	Panelist Feedback	Selection/ Notification	Onboarding
Salary range and expected schedule required

No requirement of resume or cover letters

Extended language on EDI values | First notice for job postings is given to recent alumni and current employees

Posting sent to bespoke database of all Houston artists | Inadequate applicant diversity triggers investigation or root causes and outreach to full staff for advice | Senior staff conduct first interview (rather than with junior staff to see if candidate 'warrants' senior time); focuses on strategy and vision | Top 2-3 candidates interview with Functional Panels and Culture and Values Panels

Panelists chosen from diverse set of staff across the organization | Panelists submit "support" or "do not support" recommend-ation for each candidate

🚩 Certain behaviors (e.g., bias, resume fraud) generates 'red flag' | Hiring Manager makes final decision, but only from set of candidates "supported" by panelists | Every new hire onboards with the Managing Director.

New hires learn about community agreements and take part in quarterly baseline EDI training |

Functional Panel comprises staff who work closely with the position; test for job aptitude

Culture and Values Panel comprises diverse staff across the organization; test for values alignment

🚩 Any panelist can raise a Red Flag; if not resolved, candidate may not move forward.

5. Training and Reframing Mindsets

Insights

- **Establishing committees and working groups** allows staff to take on leading role in DEIA progress.

- **Mandatory and frequent trainings for staff and board** sets a baseline of understanding and shared vision

- **Creating a shared glossary** of EDI terms supports a common language and avoidance of harmful messages.

- **Use of partners** increases effectiveness and ensures authenticity

5. Training and Reframing Mindsets

SCOTTISH BALLET

Case example: Scottish Ballet's Ongoing Anti-Racism Training

"Acknowledging that anti-racism work is an ongoing process, the sessions so far have been productive and thought-provoking."

EDI Steering Group

Scottish Ballet's work towards improvement and active allyship is led by their EDI Steering Group.

The group meets regularly to discuss areas of EDI through the lens of ballet.

It comprised seven people from across the organization, including staff and dancers.

Partnerships

The steering group is augmented and supported by two important partnerships: Intercultural Youth Scotland and Ballet Black.

These partnerships ensure authenticity and rigour as the EDI Steering Group forms the next steps in anti-racist policies and practices at Scottish Ballet.

Mandatory trainings and workshops

The senior leadership team received four training sessions with Inc Arts and EDJE Arts (spring 2022) as well as trauma informed training.

Office staff will complete the same training this fall, and dancers and crew teams this winter.

Ongoing policy revisions to enact change

All policies are being reviewed in light of the delivered training sessions and learnings, to include inclusive content and anti-racist processes.

6. Bringing More Diverse Voices into Decision-Making
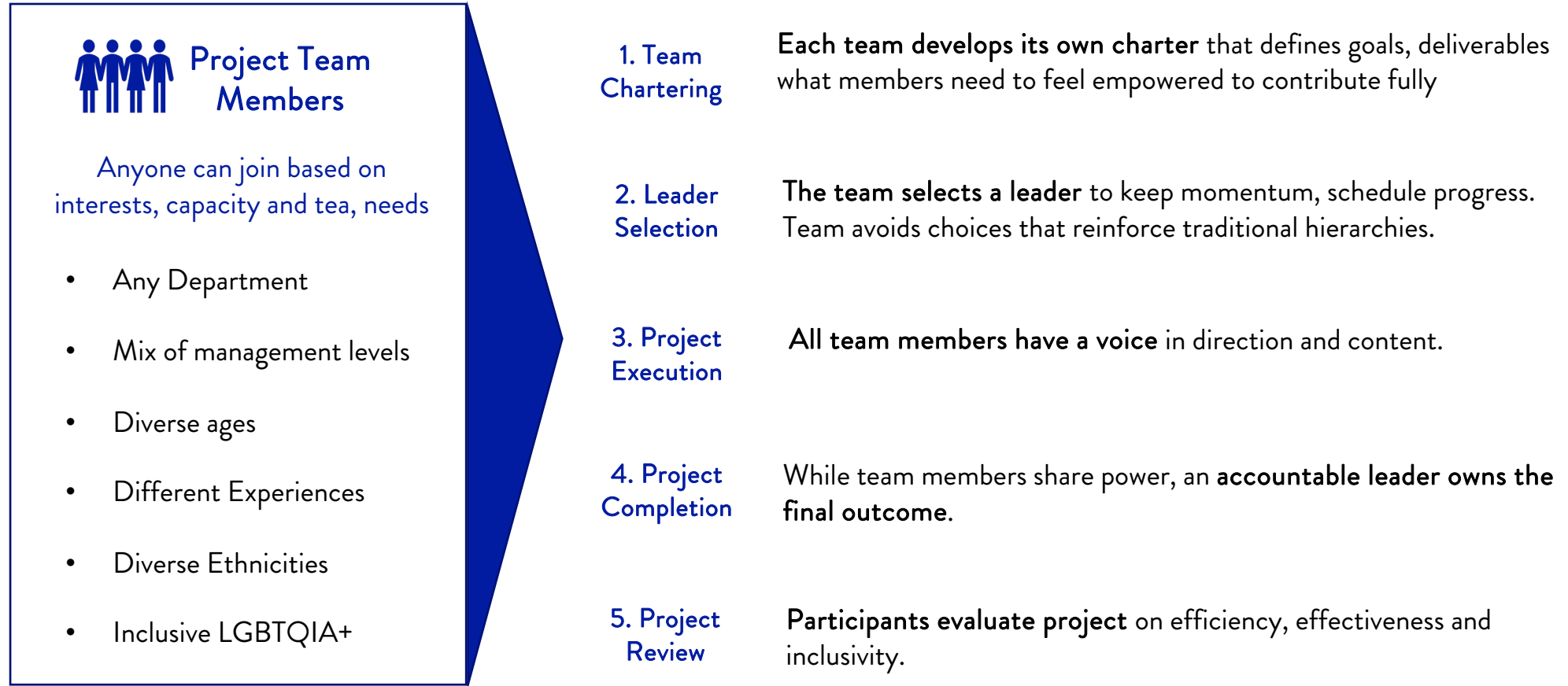
Insights

- **Sharing authority and ownership** with those who have an intuitive understanding of target audiences leads to better decision making

- **Supporting affinity groups and ad-hoc working groups** helps dismantle team siloes and traditional hierarchies

- **Well established rules and accountability** ensure accountability across projects

6. Bringing More Diverse Voices into Decision-Making

STAGES

Case Examples: Stage's Inclusive Project Teams

Project Team Members

Anyone can join based on interests, capacity and tea, needs

- Any Department

- Mix of management levels

- Diverse ages

- Different Experiences

- Diverse Ethnicities

- Inclusive LGBTQIA+

1. Team Chartering — **Each team develops its own charter** that defines goals, deliverables what members need to feel empowered to contribute fully

2. Leader Selection — **The team selects a leader** to keep momentum, schedule progress. Team avoids choices that reinforce traditional hierarchies.

3. Project Execution — **All team members have a voice** in direction and content.

4. Project Completion — While team members share power, an **accountable leader owns the final outcome**.

5. Project Review — **Participants evaluate project** on efficiency, effectiveness and inclusivity.

Additional Examples

Category	Example
1. Committing to a Clear Vision	**Woolly Mammoth Theatre** has committed to their vision of radical inclusion with their dedicated Connectivity Department which replaced their former education programs with more community engagements.
2. Aligning Board and Senior Management	**Portland Center Stage** did a huge overhaul of their board. They took on the values and commitment of DEI, focusing on governance competence and alignment over fundraising.
3. Measuring and Allocating Resources for Success	**Toronto Symphony Orchestra** created a cross constituent DEI committee, including board members, artists and staff to ensure all departments are implementing the recommended steps towards DEI progress– checking on actions taken and establishing a clear reporting mechanism.
4. Recruiting to Increase Cultural Competence	The **Tate** is consciously working on creating diverse teams in terms of ethnicity, disability and education levels (reflecting socio-economic diversity). In addition to long established blind first-round short listings, they are reviewing their whole recruitment process including where they advertise and recruit from.
5. Training and Reframing Mindsets	**Minnesota Opera**'s Impact Department works internally as a "DEI Think Tank" to align mindsets across the organization. Their periodic reports to the community highlight outcomes and work in progress. Minnesota Opera also developed a patron code of conduct, "Shared Values of Participation" available on their website and shared as part of communications to ticket buyers.
6. Bringing More Diverse Voices into Decision Making	**Oakland Museum of California** has longstanding cultural advisory groups such as Latino Advisory Council, African American Advisory Council, and Asian Pacific Advisory Council. They also have community councils to work with their Audience & Civic Engagement Center.

Learnings From Around the World

- Context and Key Lessons Learned

- Organizational Changes to Foster Audience Development

- External Changes to Build More Diverse Audiences

Welcoming Diverse Audiences Requires Broad Activity Changes

To attract a more diverse audience, and provide them with relevant experiences for repeat engagement **organizations should work on functional and attitudinal barriers** that can be addressed with a variety of strategies across all organizational activities.

We have organized the following section on external changes in 6 parts:

1. Boosting the Relevance of Core Programming

2. Innovating the Format

3. Auditing the Visitor Experience

4. Rethinking Communications For New Audiences

5. Increasing Ticket Availability

6. Building Value-Based Community Partnerships

Note: There is no specific order for implementing activity changes, but should be seen as a holistic series of transformations.

1. Boosting the Relevance of Core Programming

Insights

- **Relevance of the core programming** is the single biggest driver of audience diversity

- **Staff and community input** helps curate more relevant programming – the more diverse the staff, the better

- **Creating opportunities for repeat feedback** drives program success over time

1. Boosting the Relevance of Core Programming

STAGES

Case Example: Stages' Inclusive Script Selection Process

Script Team

- 15-20 person team (about half of the Stages community)

- All demographics, backgrounds and experience levels

- Cross-department

- Participation limited only by availability and interest

Assemble Team	Hunt for Scripts	Review Scripts	Assess Scripts as a Group	Finalize Season
Month 1	Months 2-3	Months 4-6	Month 7	Month 8
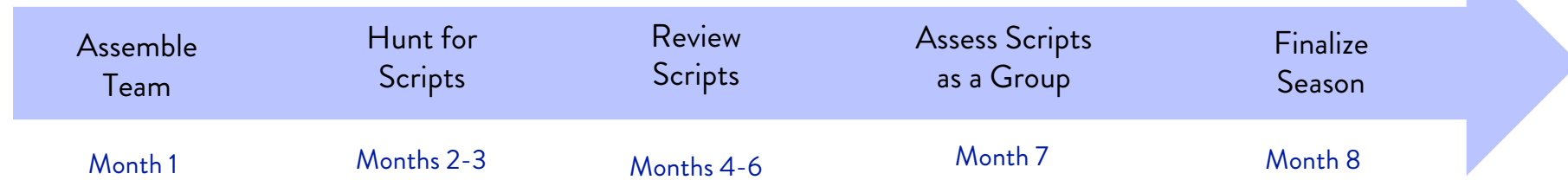
Is the play/set-of-plays right for Stages right now?

❑ Houston needs this message/ debate/dialogue right now

❑ Encourages the community and intimacy we want audiences to feel

❑ Includes an element of surprise

❑ Strong potential to strengthen the community and our service to it

❑ Stages has capacity, resources and capabilities to host these productions

❑ Portfolio represents diverse range of production types

❑ Portfolio represents all kinds of diverse authors and subjects

❑ Portfolio represents sufficient financial upside

1. Boosting the Relevance of Core Programming

Case example: Scottish Ballet Works With Gypsy, Roma & Traveller Communities

'Our ongoing consultations with Davie Donaldson and his organisation, Conyach has given us a better understanding of GRT culture and through this work we are aware of how much more we can do to ensure young people from GRT backgrounds are represented and included in our work.'

Christopher Hampson, CEO/Artistic Director

Decision to Improve	**Input from opinion leader of the community**	**Artistic changes**	**Staff training**	**Ongoing engagement**
Scottish Ballet decided to look back at their 2019 production of _The Snow Queen_, with the belief that community input could improve cultural representation of the Gypsy, Roma & Traveller (GRT) in this piece.	Consulting with Davie Donaldson (an advocate for Scottish Travellers) to increase understanding of the origin and history of GRT communities and the impact of their representation on stage.	Changes to costumes, props and choreography to better reflect a specific Roma community deriving from Eastern Poland, their customs and the historic context.	Workshops delivered for all staff and dancers to embed cultural awareness of Gypsy, Roma & Traveller communities across the organization.	Continued efforts to proactively welcome and learn from members of the Roma community, including use of studio spaces for their own workshops to learn authentic traditional choreographies.

2. Innovating the Format

Insights

- Innovating the format **surprises audiences and opens new opportunities**

- It requires a **willingness to take risks**

- **Tastes seem to be more and more "niche"** so programming diversity is critical to broaden audiences

- **Festivals support diverse interests** and celebrate community values – many organizations accept them as part on ongoing programming

2. Innovating the Format

Case Example: Creating a Pipeline for Future Events and Experiments

San Francisco Opera: *The Traviata Encounters*
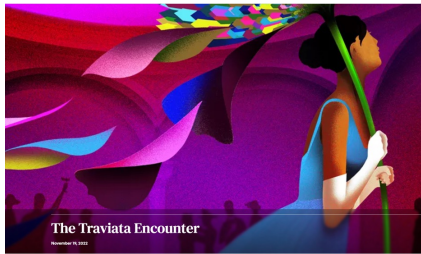
One-Off Experimentation for future breaking the mold of classic opera events

Event details:
- One-night only $39-$189
- "Bite of opera" - **avoids time barrier** (25 min Act 1 only)
- "Bite of opera" – also **mitigates the social barrier** and creates a more immersive, *"instagramable"* and social experience.
- Performance "arc" continued in after-party themed spaces
- Each space with own decor, food, drink experience, and music
- Flexible experiences, no set order

Stages: *Sin Muros Festival*

Annual Festival creating a pipeline for LatinX Plays at Stages

Festival details:
- Started in 2018, 2022 5th edition
- 4-day event
- Free to the public, suggested $25 donation
- Aim to highlight works from LatinX playwrights
- Includes public readings of new works
- Workshops and networking for local theatre makers
- Workshops for audiences

2. Innovating the Format

Case Example: TATE Caters to the Next Generation

Combining a membership offer with special informal events creates an **attractive and informal ecosystem for young audiences.**

TATE Lates: Fun Social Events

- Free after hour parties
- Started monthly at Tate Modern in 2017
- Lates held also at Tate Britain and Tate Liverpool
- Designed around ongoing exhibitions
- Includes hands on workshops, and events
- Music and DJ sets
- Casual Food & Drinks
- Talks & Films
- Designed to be informal, fun, young, loud, and interactive

TATE Collective: Inviting the Young

- Free membership open only to 16-25 year olds
- Launched in April 2018
- Inspired by smaller scale 'Tate Collective Producers' who program the Tate Britain & Tate Liverpool Lates series - which is ongoing (around 60 participants of 16-24 year olds)
- Desire to expand engagement with young people led to the Collective scheme
- Valid across all Tate museums
- £5 tickets to exhibitions
- Ability to bring 3 friends at same price
- Access to dedicated content & special events
- Offer currently being reviewed and expanded.

Results:
Over 10,000 attendees each month at Tate Modern Lates (pre-covid)
Slowly getting Tate Modern Lates attendance figures back to pre-covid levels
Overall, 70% attendees under 35 (annual report 2018-2019)

Results:
First 11 months, 60,000+ subscriber / 150,000 tickets
2nd year 2019-2020: 153,000+ subscribers

3. Auditing the Visitor Experience

Insights

- **Visitors see the experience 'end-to-end'** and decide how they feel based on the entire journey

- Many organizations **start by removing dissatisfiers first** (which is often the website)

- **Staff can provide very relevant insights** that are likely shared by your audiences (e.g. inclusion on stages, equity)

- **Audience surveys and focus groups** are an effective tool (if not overused)

3. Auditing the Visitor Experience

Case Example: Pacific Northwest Ballet Audits both Staff and Audiences

Artist Listening : surfacing the experience of BIPOC dancers and colleagues

Teen Focus Groups: surfacing brand awareness and barriers among younger audiences

Outcomes from listening to BIPOC staff and artists:

- [x] Adapted the process for auditions to be more inclusive

- [x] Considered problematic aspects of ballet aesthetics and changed dress code expectations

- [x] Instituted provision for multiple shades of ballet shoes rather than just pink ballet shoes

- [x] Ongoing commitment to increase BIPOC representation onstage and in PNB School, staff, and board. Current professional company is 50% BIPOC artists.

- [x] Ongoing Involvement of BIPOC colleagues in decision making processes and programs (*nothing about us without us*)

Outcomes from listening to teens:

- [x] Made website more engaging with video content and easier navigation

- [x] Created Video content to help young audiences get to know the ballet

- [x] Selected new visuals to be more personal with more close-ups of performing artists

- [x] Communicated emotion and approachability of artists and performances to counter "stuffiness"

- [x] Created more targeted promotions and discounts for teen audiences

3. Auditing the Visitor Experience

Case Example: Minnesota Opera Asks Subscribers of Color to Share Their Insights on the Full Customer Journey

Format & Group Goals

Target audiences:
- Audience members of color
- Already subscribers, so well acquainted with Opera

Meeting format:
- 7-9 people invited to be part of this repeat focus group
- Meeting 3-4 times over dinner for open discussions
- Informal sessions

Meeting 1: Understanding the "hook"

How did you get drawn to the Opera? What could we have done better?

Meeting 2: Ticket purchasing experience

Was the website easy to navigate? Easy to create account with us?

Meeting 3: Arriving on site & getting situated

How was your experience on site, finding your seat etc.?

Meeting 4: Overall experience

How did you experience / interact with staff and other audience members ?

Feedback & Next Steps

Overall Feedback:
- Theater experience largely positive
- **Highly critical about how they were treated by fellow audience members**

Priority Next Steps:
- **Creating a code of conduct for audiences**
- Determining best way to deliver new code of conduct

4. Rethinking Communications and Branding for New Audiences

Insights

- Biggest barriers to increasing audience diversity is often **not being on these audiences' 'radar screen'**

- Overcoming this requires **having a presence where they naturally are** (e.g. social media)

- It also requires **communicating in a way that resonated with them** – which is often more irreverent then organizations may be naturally comfortable with

- **Using others to get the message out** (media partners, influencers) builds credibility and trust

4. Rethinking Communications and Branding for New Audiences

Case examples: Adjusting your Tone and Getting the Message Out

Young Staff Takeover TikTok at Contact Theatre

Young people in charge of social media helps aligns your communication tone with your targeted audiences:

- Young audience appreciate less formality and more irreverence

- Young people know when they are being sold something. **You can't hard sell.**

- **Young people are interested in personalities and stories** so Contact uses their TikTok account to create content about humans, discussion….

VGI Facebook Group at Van Gogh Museum
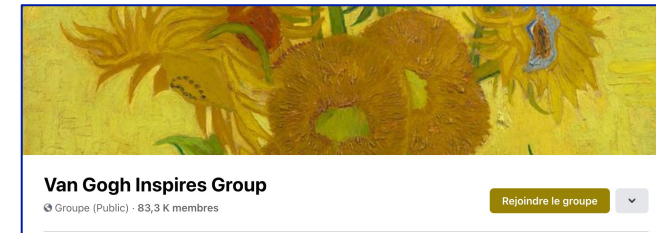
The Van Gogh Museum shifted from a focus on objects (art) to a focus on relationships (people).

They have created "**Van Gogh Inspires**" a Facebook group where fans can share their Van Gogh-inspired artworks:

- **+82,000 members**

- Museum only acts as moderator, **fan interactions are the primary content**

- **Members thank the Museum** for creating this space for them to connect

4. Rethinking Communications and Branding for New Audiences

UTAH SYMPHONY
THIERRY FISCHER, MUSIC DIRECTOR

Case Example: Utah Symphony's Values-Led Marketing Campaigns

Program-Based Marketing (Pre-2018)

Values-Based Marketing (Launched in 2018)

Value: Accomplishment

Value: Beautiful World

Value: Inner Harmony
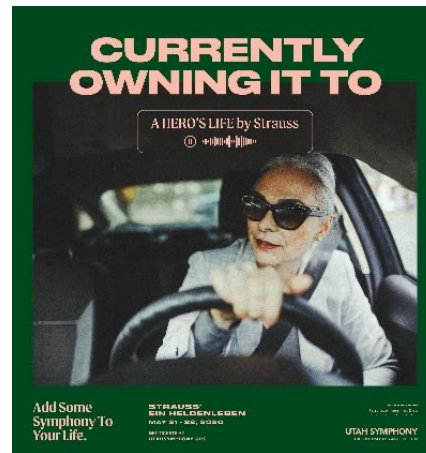
Signals how the symphony supports learning and personal development through challenging and complex performances.

Signals how the symphony creates the opportunity to experience culture and history and provides an extraordinary experience.

Signals how the symphony provides an opportunity to avoid distractions and connect with your spirituality.

5. Increasing Ticket Availability

Insights

- **Be where your audiences are by** selling more of your ticket inventory through third-party vendors

- Third party-vendors who are dedicated to event sales have **greater penetration with audiences among core targets** like under 34 event goers

- **Discount promotions and free ticket memberships** help build awareness and community buzz

5. Increasing Ticket Availability

Examples: Finding Ticket Partners That Match your Target Audiences

DICE	TodayTix	Eventbrite (UK)	Ticketmaster (UK)	Fever Up
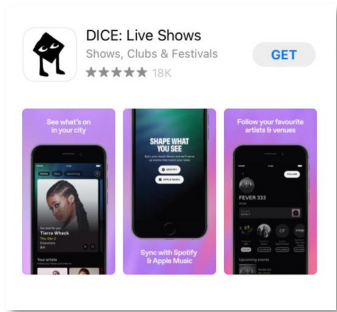
- 2.7 M visits/month (worldwide)

- 58.55% of their audiences are under 34 years old
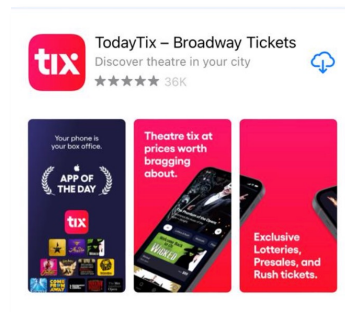
- 960K visits/month (worldwide)

- 53.43% of their audiences are under 34 years old
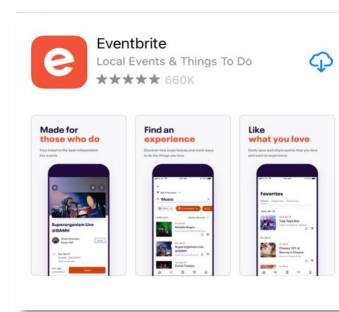
- 8.1M visits/month (Eventbrite.co.uk)

- 50.44% of their audiences are under 34 years old
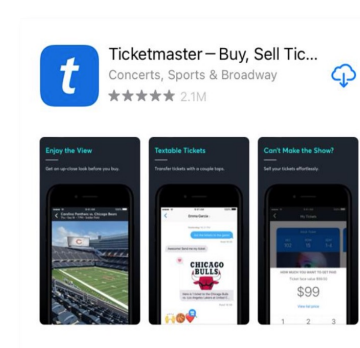
- 12.6 M visit/month (Ticketmaster.co.uk)

- 50.25% of their audiences are under 34 years old
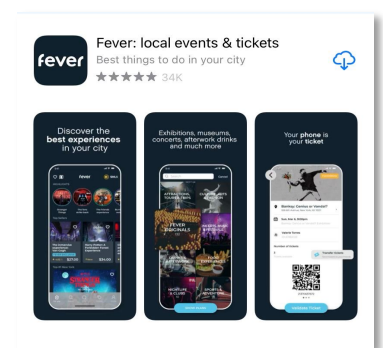
- 8.2M visit/month (worldwide)

- 55.26% of their audiences are under 34 years old

5. Increasing Ticket Availability

Minnesota Opera's Young-Adult Discount Program Prompts Awareness and Segment Growth
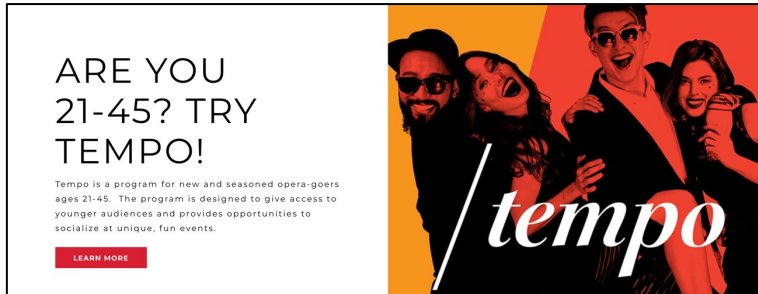
Refocusing Tempo marketing around ticket loyalty and access helps **expanded group 2-3 times**

Program Details:

- Big price cuts to make a permanent push into key segments
- Designed for new and seasoned opera-goers
- Expanded age limit to 45 years
- 60% off regular season tickets
- Discounts on subscriptions packages
- Discounts valid for "Tempo-age" friends
- Fun opportunities to network and socialize

TeenTix Partnerships Makes PNB More Visible To Target Audiences

Program details:

- $5 tickets to TeenTix subscribers
- TeenTix promotes partner organization events on their own portal
- Helps increase visibility for ballet with existing audiences
- Monthly reports from TeenTix with aggregate data about TeenTix audiences
- Custom mobile application that will scan digital and physical QR coded TeenTix Passes

6. Building Value-Based Community Partnerships

Insights

- **Partnerships embedded in their communities** allow for a better understanding of community needs

- Through co-creative partnerships organizations can **extend reach and deepen own capacities**

- **Not all partners are equal-** all stakeholders, including partners and vendors should be aligned with your values.

- **It takes time**, value-based partnerships built on reciprocal needs take years to develop

6. Building Value-Based Community Partnerships

Case example: Woolly Mammoth's Core Partner Program

Within the remit of it's Connectivity department, Woolly Mammoth Theatre launched the **Core Partner Program 2020-2021**. These are long-term mutually beneficial relationships with organizations who **share the same values around inclusion, anti-racism, social justice, and the power of art**. These core partnerships will allow both parties to accomplish together what neither could do alone, resulting in opportunities for cross-sector learning and participation.

Inaugural Partners:

Partnership with Howard University

Howard University's College of Fine Arts is committed to the training of knowledgeable artists, theorists, historians, and teachers in the fine and performing arts fields. Established in 1867, **Howard University is a nationally accredited Historically Black University** located in the Shaw neighbourhood of Northwest DC. In this partnership, Woolly Mammoth will supplement **student's classroom learning with practitioner experience.**

6. Building Value-Based Community Partnerships

Case example: Southbank and Apple Launch a New Partnership to Empower Black Creatives

1. Finding partners that match your values and are committed

Apple's credibility in this space

Southbank Centre's credibility in this space

Apple has committed over a 100M$ to their Racial Equity and Justice Initiative (REJI) with projects across the US.

Southbank Centre is actively committed to diversity and is among the top 10% of more diverse Arts Council NPOs.

"Through Apple's Racial Equity and Justice Initiative, this collaboration aims to inspire future generations to take part in building a cultural legacy for the UK"

2. Creating programs that amplify your impact and create a pipeline to to diversify the field of future artists and audiences

Two-Pronged Project for Fall 2021:

- **Professional development:**
Southbank Centre will provide an intensive, industry-led training and development program to help address and remove the structural barriers Black creatives often face in the creative industries.

- **Youth engagement:**
Southbank Centre will collaborate with local schools to spark a passion for creativity among the next generation of talent, providing a powerful experience for participants early in their creative journeys.

6. Building Value-Based Community Partnerships

OF/BY/FOR ALL

OF/ BY/FOR ALL is a non-profit organization that is helping civic and cultural organizations become **of, by and for** their communities. They provide tools, community, accountability and coaching on radical inclusion and how to build truly reciprocal partnerships with community members.

Starting the conversation with The Partner Power Tool encourages a mindset shift from partner transaction to collaboration, where you actively empower and learn about your existing/ potential partners and thus foster partnerships built on trust and understanding.

Values behind this framework

✓ Partners success is our success

✓ It is critical to understand a community before building something for them

✓ Beginning with partner perspectives fosters empathy and trust

✓ Partner Power helps build a vision of success together

✓ Avoids falling into box ticking and imposing pre-established project ideas

Empathetic listening to learn about your community of interest first

Questions to learn about the challenges they face
- What/ who inspires you?

Questions to learn about the values they hold
- What are you most concerned about in your community?

Questions to learn about the goals they are pursuing
- What is one of your life goals? …

Questions to learn about the commitments they can make
- What is your schedule like?

Questions about what success looks like for your partners
- What does a great day look like for you?

CHALLENGES THEY FACE	VALUES THEY HOLD
GOALS THEY'RE PURSUING	**COMMITMENTS THEY CAN MAKE**
TO THIS PARTNER, SUCCESS LOOKS LIKE:	

Additional Examples

Category	Example
1. Boosting Relevance of Core Programming	**Boston Lyric Opera** launched the public phase of _The Butterfly Process_ in 2021 to engage audiences in open and honest conversations around how to present historic operas in today's context, more thoughtfully and inclusively.
2. Auditing the Visitor Experience (End-to-End)	**OF/BY/FOR ALL,** provides training for civic and cultural organizations to be radically inclusive and community driven. As part of their free online tools, they offer a toolkit on how to conduct respectful audience surveying.
3. Innovating the Format	**Contact Theatre** hosts their annual Queer Contact festival to celebrate the creativity and contribution of LGBTQ+ artists. Their 10th year anniversary in 2018 reached 4,000 attendees. **La Jolla Playhouse's** Without Walls (WOW) festival takes theatre outside traditional confines to stages across the city including basketball courts, cars etc. Also includes virtual editions. **Carnegie Hall** launched their Afrofuturism festival with events both on their mainstage and throughout different venues across NYC to celebrate the multidisciplinary movement of Afrofuturism and its vision of a liberated world through the lens of Black cultures.
4. Rethinking Communications and Branding for New Audiences	**Minnesota Opera** established a media partnership with _El Minnesota de Hoy, a_ Spanish-language news source to promote their events and help build cultural competency and relationships with community leaders.
5. Increasing Ticket Availability (Price, Channel, etc)	**Steppenwolf's** Red Card Scheme offers dedicated discounts for audiences in their 20s. For $100 people get 6 flexible tickets for future events, exclusive member content and event access. The flexibility and "risk-free" nature of program is meant to facilitate engagement by busy young adults.
6. Building Value-Based Community Partnerships	**Scottish Ballet** has been developing their dance health & wellbeing program _SB Health_ since 2015. Among their programs they specialize in support for people suffering from Parkinson's, MS, and dementia.

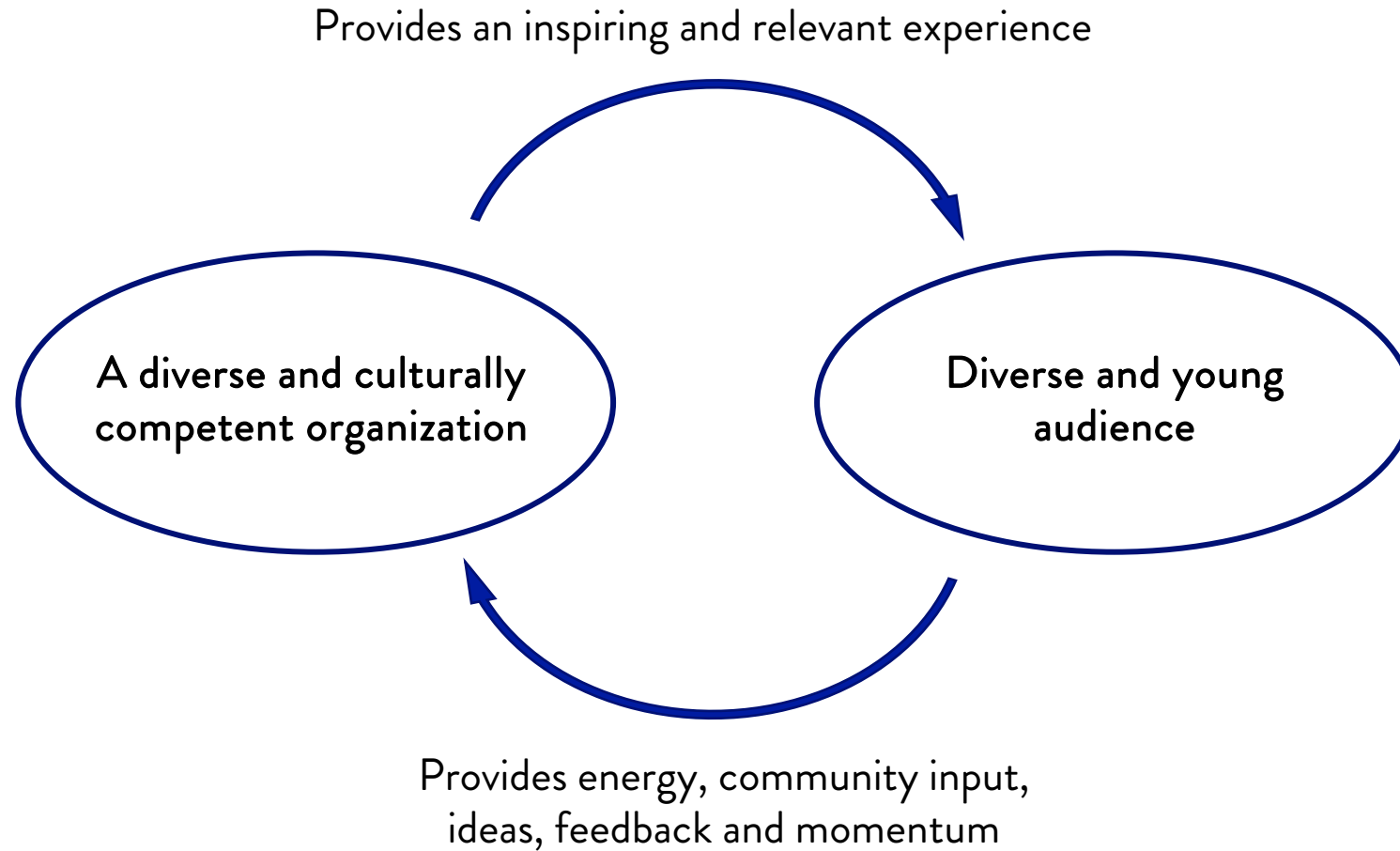# Report Outline

1. Overview of the Project

2. Learnings From Around the World

3. Elements of a Potential Audience Diversity Strategy

A Framework For Tackling this Critical Work

Provides an inspiring and relevant experience

A diverse and culturally competent organization

Diverse and young audience

Provides energy, community input, ideas, feedback and momentum

Guiding Principles For Audience Diversity Strategies

- **This is a multi year strategy** because audience composition takes time to change. Building trust is an ongoing effort that requires attention and should evolve with audience needs

- **Setting realistic goals** means acknowledging an organization's past, and clarifying the vision for the future and not adding overwhelming workload for staff

- **Accountability is shared across every departments** – everyone can make a difference to better serve a diverse audience. It ensures authenticity as it is not just a marketing effort

- **Diverse input in decision making at every stage of the strategy and implementation** is crucial - community involvement from staff, audience, partners, consultants...

- In terms of governance, **a small group is responsible of leading the project** and communicating the advancement

- **Progress checks can** be carried out every 3 months to make sure organizations are going in the right direction and adjust the strategy if necessary

- A **'test and learn' approach** should be adopted – trying new things and not being afraid of risk and failure is essential to attract new audiences

Areas of Focus For the Next 12 Months – Organizational Changes Template

Internal Exercise Framework to Establish Priorities for the Next Year

	Plan for the Future	Limited Focus	Moderate Focus	Priority
1. Committing to a Clear Vision				
2. Aligning the Board and Senior Management				
3. Measuring and Allocating Resources for Success				
4. Recruiting to Increase Cultural Competence				
5. Training and Reframing Mindsets				
6. Bringing More Diverse Voices into Decision Making				

Key Actions by Areas For Organizational Accountability Template

Internal Exercise Framework to Establish Priorities for the Next Year

Areas	Key Actions
1. Committing to a Clear Vision	
2. Aligning Board and Senior Management	
3. Measuring and Allocating Resources for Success	
4. Recruiting to Increase Cultural Competence	
5. Training and Reframing Mindsets	
6. Bringing More Diverse Voices into Decision Making	

Areas of Focus For the Next 12 Months – Activity Changes Template

Internal Exercise Framework to Establish Priorities for the Next Year

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2. Innovating the Format				
3. Auditing the Visitor Experience (end-to-end)				
4. Rethinking Communications and Branding for New Audiences				
5. Increasing Ticket Availability				
6. Building Value-Based Community Partnerships				

Key Actions by Areas For Organizational Accountability Template

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4. Rethinking Communications and Branding for New Audiences	
5. Increasing Ticketing Availability	
6. Building Value-Based Community Partnerships	

Additional ABA Resources and Reading

Relevant ABA Research
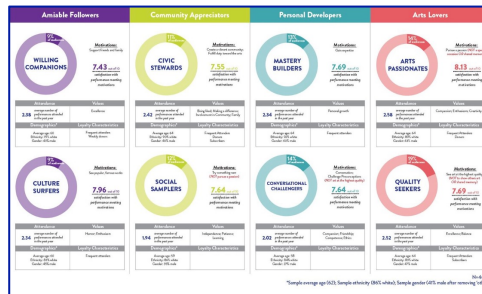

[Organizational Inclusion Assessment for the Arts](#)

[Innovative Revenue-Generating Performances & New Ways to Attract Audiences](#)

[Articulating your shared values](#)

[Coming Back Stronger, Using the Shutdown to rebuild audience loyalty](#)

[Eight Motivational Segments in the Arts](#)

[Community Engagement Programs with High Artist Involvement](#)

Interactive ABA Member Workshop

[Creating Clear Digital Objectives](#)

[Finding Your Shared Purpose](#)

ABA Member Resources

Member Inquiry Resource Library

Arts Executive Benchmarks Library

ABA Live! Conversations Library