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**Discussing the Gender Gap in the Venue Management Industry: It's an Interesting Idea
But . . .**

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Abstract

Gender disparity is nothing new—not in the arts and culture sector nor the various administrative fields of arts and entertainment management. However, our willingness to bring gender representation issues and equal opportunity to light has changed over time. In 2017, the International Association of Venue Managers took the first steps toward a more inclusive industry. This paper examines the impetus for the first diversity survey of its kind in the public assembly sphere, discusses the data as they pertain to gender, assesses the association’s first conference session on the topic, contextualizes the results, and proposes directions for future research in the name of gender parity in the venue management industry.

Keywords: gender disparity, diversity, survey results, venue management, professional association, IAVM

Introduction

In my life before academia, I was a performing arts venue manager. My eighteen-hour days were spent on my feet at concert halls, lecture halls, amphitheaters, playhouses, festivals, and the occasional church or black box. That work required regular interaction with artists, agents, security staff, concessionaires, custodial staff, police departments, press, development staff, stagehands, ushers, patrons, and so on. More often than not, I was the only woman on-site for the first part of a workday. Though confident that this experience was not unique, as a female member of the International Association of Venue Managers (IAVM), I was interested in creating an opportunity for discourse among my professional peers about this perceived gender imbalance and its influences in our industry. IAVM is a professional membership organization, self-described as: “Representing public assembly venues from around the globe, IAVM's active members include managers and senior executives from auditorium [*sic*], arenas, convention centers, exhibit halls, stadiums, performing arts centers, university complexes, and amphitheaters.”¹ For the 2017 annual members conference, VenueConnect, I proposed a session entitled “The Gender Gap,” for which I intended to assemble a panel of experienced professionals also interested in the topic of gender. Specifically, I was interested in how gender had both helped and hindered the panelists’ work experiences over the lifetime of their careers in the venue management industry. My initial proposal to IAVM was met with both encouragement and resistance. I recall a telephone conversation about my proposal during which the IAVM staff person to whom I was speaking replied by saying, “It's an interesting idea, but it won't change anybody's mind.” It seemed I struck a nerve. For me, this confirmed that I had identified what I suspected might be an issue for the field of venue management: gender disparity.

The initial resistance I encountered could have come from any number of places. In particular, that conversation was with a man in a position of power working on behalf of the association. Men dominated the association staff at the time. Membership of the 6000-plus member base also appeared to be dominated by men. The industry seemed to be dominated by men in general. Perhaps more significantly, however, no such session had ever taken place at the conference before. Historically, sessions were educational in nature but had not previously been focused on social issues, equity and inclusion, or critical self-examination. This is not to say that there was no recognition of women in the industry, however. There was a wonderful Women in Leadership session that was part of the conference annually. But, despite its excellent speakers and high attendance numbers, to me, it always felt “separate but equal” . . . certainly not like it would *change anybody's mind* about what was possible in terms of gender equality. It was (and continues to be) a lovely celebration of an underrepresented population in the venue management industry.

The Gender Gap session that I was proposing was intended to encourage open dialogue and help people who worked closely understand each other better so that we might begin to imagine a more equitable and gender-inclusive industry. Consequently, it seemed useful to gather baseline data. I suggested we do a broader study by way of a survey instrument in conjunction with The Gender Gap session to examine diversity across the association’s membership and validate the assumption of gender disparity.

¹ For more information about the association see <https://www.iavm.org/about-us>.

Literature

The results of the 2017 Diversity Survey and the outcomes of The Gender Gap session at the conference reflect that gender disparity is, in fact, an issue in the venue management industry. Even though the International Association of Venue Managers (IAVM) represents a large segment of the industry, it is necessary to consider the results of this research in context. In an effort to find other surveys similar to the one analyzed in this paper and other studies seeking proof of gender disparity in the industry, I sought examples of empirical evidence in venue management and adjacent fields.

Several organizational and educational diversity studies have been published relevant to the work of arts and entertainment venue managers and scholars. The best examples of such literature focus on gender diversity and are most often found in sport management research. These studies discuss gender dynamics and diversity in global sport governance (Adriaanse, 2015) and the impact of the underrepresentation of women on organizations through the lens of role congruity theory (Wicker, Breuer, and von Hanau, 2011). However, further studies are necessary to assess the effect of societal changes on the field relative to these issues.

Library database searches reveal some additional surveys related, or adjacent, to the venue management industry. The United States Institute of Theatre Technology (USITT) published a workplace survey in 2019. Other surveys conducted in the United Kingdom provide some international perspective, such as the 2014 survey that focused on salary in the marketing events industry and a 2004 report centered on safety issues in the music industry. Additional surveys and studies investigated public assembly space amenities, attendance, crime and disorder perception, venue design and suitability, and customer retention.

Finally, in subject areas that are somewhat related to arts and entertainment, there are a small number of studies directly focused on gender issues. The gender-related studies most closely linked to arts and entertainment are often concentrated on populations outside of the United States, and none are specific to venue management. The 2012, 2014, and 2016 Adriaanse articles on gender and organizational issues, gender quotas, and gender equality in sport leadership, respectively, are three prominent examples.

Methodology

This paper considers two distinct approaches to the problem of gender disparity in the venue management industry. The collection of relevant quantitative data from the 2017 Diversity Survey is analyzed. Subsequently, the evaluation of the qualitative data from The Gender Gap session at the VenueConnect annual conference in Nashville, Tennessee, is discussed. In the spring of 2017, the International Association of Venue Managers (IAVM) surveyed its membership. The survey was the first of its kind—within the 6000-plus person membership of the association and the venue management industry. It was designed to collect demographic information including, but not limited to, age, race, religion, ability, education, and gender. The results were made available (in aggregate) to members. They were intended to be used in upcoming conference sessions, educational activities, and to inform future research performed by

the association. The survey questions and an overview of the results are available in the Appendix at the conclusion of this article.

Diversity Survey

Historically, IAVM has surveyed its membership about numerous topics pertaining to the industry. There is a research staff of one who periodically collects data by way of lengthy and complicated surveys in the hopes of a single instrument collecting useful data across venue type (e.g., performing arts, arena, fairgrounds, etc.) and region. This work has resulted in reports on safety and security, social media metrics, sustainability, compensation, and operating expenses, to name a few. But, none have ever collected data about the members themselves. So, while IAVM knows quite a bit about the venues it is serving, it did not previously know much about the individuals managing the venues.

The Diversity Survey administered by the professional researcher of VenueDataSource—the research arm of IAVM—was the first self-study of its kind in the public assembly sphere. While prompted by my curiosity about gender disparity, the survey was designed to learn about the multiple intersecting identities of the individual members. To better understand gender issues within the industry, it was essential to collect surrounding data that could shed light on variables that may influence or be impacted by gender. For example, what bearing does age or highest degree earned of a female member have on her level of success (or job title) in the industry. The survey design's intended and added benefit was collecting demographic data about the association's members. This data could serve as baseline data for use in IAVM's professional development programs and show where, in the future, additional efforts might be directed toward building a more inclusive association.

A series of cross-tabulation tables, or chi-square tests, were used to determine if there was a relationship between categorical variables such as whether or not the job that an individual occupies is significantly associated with the gender of the respondent. Despite the intent to use logistic regression to map the probability of participants' likelihood of being in one group over another, given their demographic characteristics, not enough responses were collected for a statistically significant outcome. This consequence is due to a combination of sample size and the fact that this case study primarily focuses on minority responses.

Limitations

VenueDataSource does not have a precise mechanism to differentiate between respondents from a single venue. For example, many venues commit to organizational membership, which includes up to twenty employees and some venues employ multiple individuals who are members of the association in smaller numbers. Each professional member received the survey to complete independently. So, more than one employee of the same venue may have completed the survey. It is unclear how the data, in such an instance, are analyzed by VenueDataSource, should two employees provide contradictory information. (Surveys are reportedly anonymous and confidential, and data are only analyzed in aggregate.) While demographic data (e.g., age or race) are not impacted by the multiple completed surveys from a single venue, more subjective workplace data (e.g., diversity of the workplace) may well be. Additionally, the survey design

did not account for receiving short answer responses in languages other than English, which indicates an oversight as a small number of responses were recorded in Spanish.² These responses suggest that there is a need, when surveying this group of people in the future, to include, at a minimum, a question about primary spoken language. Respecting that not all members' first language is English may result in greater accessibility for more of the countries with member organizations and higher participation rates from staff members speaking English as their second language.

The Gender Gap Session

According to its website, the International Association of Venue Managers exists “To educate, advocate for, and inspire public assembly venue professionals worldwide.” Despite the mutual trepidation following that telephone call on which I was advised that my proposed session would not “change anybody’s mind” . . . educate, advocate for, and inspire is what the association attempted through the acceptance of my proposal and its aftermath. The Gender Gap was the first session of its kind to address one of many social issues impacting the industry in the association's 95-year history.

Figure 1- Session Description

The Gender Gap Session was a moderated panel discussion, as is typical at professional and academic conferences worldwide. When the session was designed, this was not a topic that was being discussed formally, and only reaching out to high-achieving women in the industry did not seem the best approach. Instead, I put out a call for panelists, and the response was encouraging. After several email exchanges and phone calls, the panel was selected based mainly on interest, diversity of experience, and chemistry. The panel included a woman who was an events and venues director in Tacoma, Washington, a woman who was an operations director of a multi-venue complex in Portland, Oregon, and a man who was a regional vice president of a global venue and event management company based in Pennsylvania.³

THE GENDER GAP

Jill Schinberg from the University of Kentucky’s Arts Administration Department moderates a panel of industry professionals who will talk about intersections of sex and gender in venue management. To be intersectional is to see how different aspects of our own and others’ identities crash into each other or come into conflict. More often than not, especially in the workplace, sex and gender are at the center of the most significant clashes: hiring, promotion, salary, etc. This panel brings together esteemed, intergenerational colleagues to talk about intersections of sex and gender in our industry. Join us to celebrate the best changes, identify the greatest challenges, and formulate concrete strategies for moving forward. Panelists will offer speed-presentations allowing plenty of time for audience discussion. Return to your venue with greater unconscious bias awareness, more tools for leveraging workplace culture, and new practices for working with staff of all ages, gender identities, races, abilities, and socio-economic statuses.

² I was able to translate these responses with the proficiency of a speaker of Spanish as a second language.

³ All of the panelists (and the moderator) were white. While I had carefully considered the diversity of venue type, region, age, and (especially) gender of each panelist, I had failed to also consider race. Regrettably, this was an over-privileged and myopic oversight.

Conference organizers scheduled The Gender Gap as a 45-minute session. (See Figure 1 for the session description as listed in the conference program.) For a panel discussion, this was decidedly short if there was to be time for questions. Despite the short length of time, the session was organized with five goals in mind. To share the high-level results of the Diversity Survey, to define "intersectionality" for a likely uninformed audience, to moderate discussion about gender issues in the industry among panelists, to allow for questions from attendees, and to recommend some resources to continue the conversation beyond the conference were all part of the agenda. The primary question that panelists were asked to address was *How has your gender helped or hindered your career in venue management?*

The qualitative data available for analysis at the conclusion of the session included the presentation slide deck, an audio recording of the session that included responses to questions from attendees, a headcount of participants, the number of questions remaining at the time the session ended, the quantity of post-session talk around the water cooler, the feedback provided to conference organizers by way of a mobile app, and follow-up contact after the conference. These evaluation strategies would determine the success of the session itself and the potential for future sessions of its kind.

Limitations

The greatest challenge, as previously indicated, was the time limit of 45 minutes. Additionally, while excellent as it pertained to the moderator and panel, the audio recording of the session was inadequate to capture the questions coming from the audience. The convention center provided a novelty microphone—a box covered in foam that was thrown around the room like a game of catch for audience questions. While some participants seemed mildly amused by the added pressure of catching this thing on top of public speaking, there was no direct feed to the sound console. As a result, the audience questions were amplified with production value commensurate with the quality of a Mr. Microphone® toy—which was inadequate for the session capture. Consequently, during the review of the recording following the conclusion of the session, there was more guessing than desirable about the questions themselves, meaning that the questions needed to be assumed based on how panelists answered. Finally, IAVM surveyed attendees about their experience at two points: first immediately following the session by way of the conference app and at the end of the conference by email. The questions were made available to me, but the responses remain confidential.

Discussion of Survey Data

According to the staff researcher at IAVM, the response rate was higher than that of other recent surveys from 2015 to 2018. Four hundred seventy-eight professional members of IAVM completed the survey resulting in a response rate of 11%. Anecdotally speaking, this survey was also shorter than typical surveys administered by the association, which may have contributed to the higher response rate. Additionally, at the time of the study, mainstream news coverage of the impact of demographics and intersectional identities on workplace culture was on the rise. By and large, respondents were willing to answer most questions about sexuality, age, race, politics, religion, education, salary incentives, ability, and workplace diversity assumptions.

Findings

A statistician conducted five association tests. This work was undertaken in order to determine whether or not there was a statistically significant association between gender and one of five designated categorical variables, including job category, age range, highest educational degree earned, stated diversity of the staff, and perceptions of diversity. The results of each association test are detailed below in Table 1.

Table 1 - Contingency Table

	Demographic	Demographic Level	Male	Female	Test Statistic, p-value
1	Job Category	Management	243 (93.82%)	183 (85.92%)	$X^2(1)=8.31$, p-value=0.0039
		Other	16 (6.18%)	30 (14.08%)	
2	Age	34 or Younger	38 (14.73%)	63 (29.44%)	$X^2(3)=24.55$, p-value=<.0001
		35-44	51 (19.77%)	56 (26.17%)	
		45-54	78 (30.23%)	51 (23.83%)	
		55 or Older	91 (35.27%)	44 (20.56%)	
3	Highest Degree	Other	58 (22.48%)	35 (16.36%)	$X^2(1)=2.77$, p-value=0.0958
		4-Year Degree or More	200 (77.52%)	179 (83.64%)	
4	Diversity of Staff	Predominantly Homogeneous	42 (17.21%)	42 (20.19%)	$X^2(2)=3.98$, p-value=0.1368
		Moderately Diverse	148 (60.66%)	135 (64.90%)	
		Very Diverse	54 (22.13%)	31 (14.90%)	
5	Perceptions of Diversity	Our staff reflects a wide range of individuals in ALL...	87 (35.51%)	52 (25.00%)	$X^2(2)=5.84$, p-value=0.0538
		Our staff reflects a wide range of individuals in SOME...	137 (55.92%)	135 (64.90%)	
		Our staff does NOT...	21 (8.57%)	21 (10.10%)	

Figure 3 - Gender Statistics

Looking at the far-right column of the contingency table above (table 1), we can make the following determinations using the p-value for each test:

- Job category **is** significantly associated with gender.
- Age **is** significantly associated with gender.
- The highest degree one has earned **is not** significantly associated with gender.
- The diversity of the staff, according to individuals, **is not** significantly associated with gender.
- The perceptions of diversity **are not** significantly associated with gender.

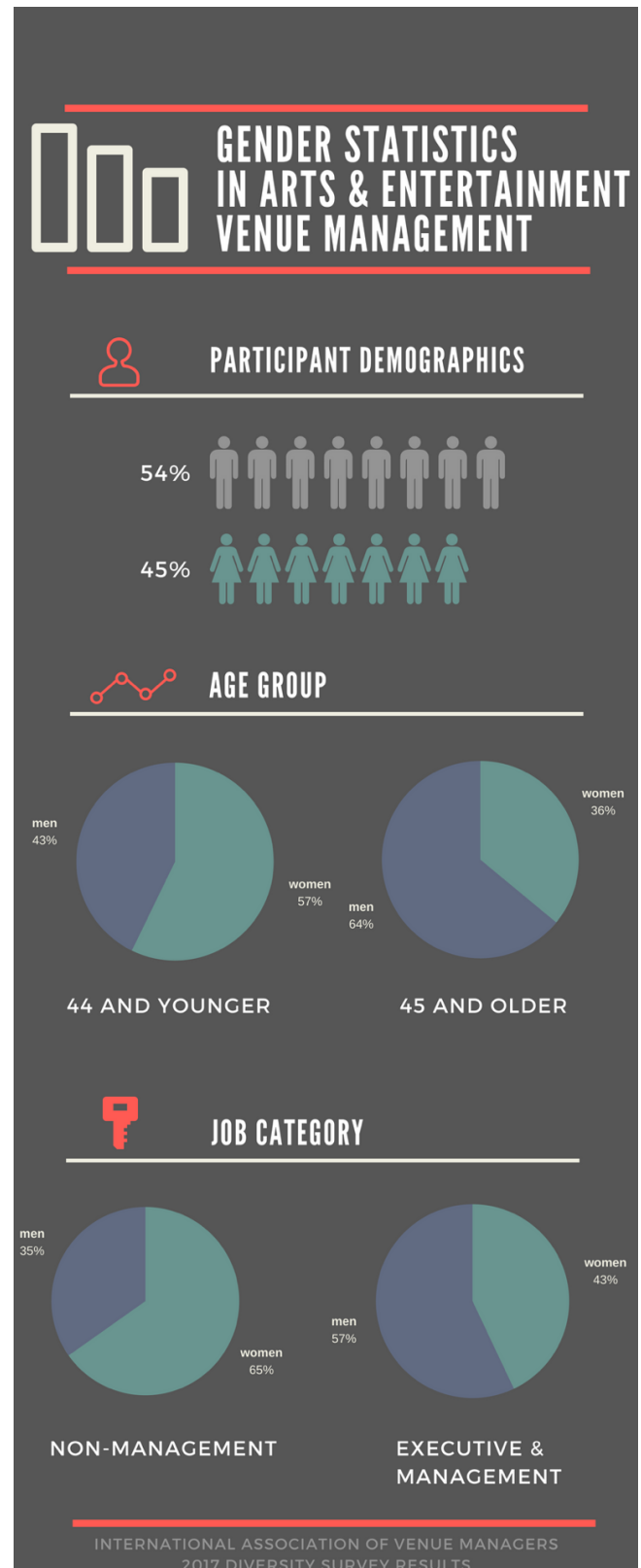
Associations that are statistically significant are further represented in the infographic to the right (Figure 3).

Conclusions

The results that show statistically significant associations between gender and one other categorical variable—job category and age—are unsurprising. Many industries and academic disciplines alike have similar gendered discrepancies in representation, including research productivity, publication frequency, citation counts, and promotion gaps. The data examined in this case study further reinforce these norms. Preliminary analysis of the results presents two curious outcomes:

1. Women under 44 years of age slightly dominate the venue management workforce (57%) while women 45 and over are, by contrast, in the minority (36%). See Figure 3, Age Group pie graphs.

Early to mid-career women are well-represented in the venue management industry. One might presume that this has improved over time. Venue management, one of many lines of work



occupied by graduates and faculty of arts management and arts administration programs, appears to have achieved gender parity—at least in the first part of the career trajectory. Of course, not all venue managers work in the arts, as the industry includes all types of public assembly venues (e.g., fairgrounds, convention centers, arenas, etc.). That being said, the performing arts sector of IAVM is relatively small, but the percentage of participation in the survey by members of that sector was noteworthy. Perhaps interestingly, the students of the programs mentioned above tend to be dominated by women. Therefore, such gender imbalance may result in higher numbers of early and mid-career women in the field. Perhaps predictably, the number of women in higher-level positions drops off substantially:

2. The majority of non-management positions are held by women (65%), while women occupying management and executive-level positions combined represent the minority (43%). See Figure 3, Job Category pie graphs.

Arts management and related programs adequately prepare students for entry-level positions in the venue management industry. As noted previously, in the case of students studying within the arts, many more of them are women. Therefore, it follows that early-career female venue managers—in the arts sector especially—might naturally dominate the field. But, what happens as their careers progress? The survey does not account for career changes, family planning and responsibilities, and related factors that have impacted women in other industries. However, the data suggest that gender parity in upper-level positions is an issue that should be addressed.

Discussion of Session Data

Competing with eight concurrent sessions (highlighted and shown in Figure 4), The Gender Gap was designated as part of the “all venues” track, indicating that it was appropriate for managers of all venue types. Conference attendance typically ranges from 1200-2000 attendees. In 2017, the 92nd annual conference saw an attendance of approximately 1600 venue managers. When the session began, there were 60-plus people in the room. Forty-five minutes later, the session ended with a dozen hands in the air with additional questions for the panel.

Figure 4 - Concurrent Sessions by Track

11:00 AM - 11:45 AM				
All Venues 207	Amphitheaters / Fairgrounds 204	Arenas 209	Convention Centers 205	Executive Education 203
The Gender Gap	Working with Booking Agents Specific to Fair & Festivals	Venues Producing Their Own Content	IAVM/DMAI: 6 Key Factors to Collaborative Economic Impact Reporting	PR Nightmares: How to Turn a Negative into a Positive
Performing Arts 202BC	Stadiums 208	Universities 201	Performing Arts 206	
Labor and Employment Matters	Help Your Front Line to Improve Your Bottom Line	Safety & Security: What's in Your Bag?	Ticketing Trends	

Findings

Much like the results from the survey, the outcomes of the session are unsurprising. Panelists identified disadvantages and some advantages of their respective genders in the industry. Participants responded in kind and asked probing questions focused primarily on advancement for women in the industry. Anecdotal evidence of gender issues was clear from the panelists' responses to the question, *How has your gender helped or hindered your career in venue management?* Responses ranged from humble and opportunistic to reflective and inspirational:

“When I started. . . it was a ridiculously male-oriented business. . . If the universe of ‘A-players’ [inclusive of men and women] can be bigger, I’m more than happy to put them on my team. And that’s worked well for me across my career. . . I thank all of the males who were stupid enough to pass by the very talented females for helping me.”

“I didn’t go right into venue management. . . I decided to break into the industry the nice, easy way by being one of the first women in a local [stagehands union].” . . . To say it was brutal was an understatement. The first thing that somebody said to me when I showed up for the call was, ‘Is it your time of the month? . . . because we know that if it’s your time of the month you can’t work as hard as the rest of us.’”

“I will say that how my experiences did help me is that I’m stronger than hell. It takes *a lot* to knock me down after going through some of those circumstances.”

“My very first arena management conference [she] was the chair of the committee and I saw her up there in a room where there was [*sic*] really only 4 or 5 of us [women] and I thought: I can do that. . . She really set me on a path to, not necessarily use my gender or overcome it, but just to kind of set it aside and know that possibilities were there for me in the venue management field.”

Those who attended the session were visibly engaged and prepared for the session to be interactive. Attendees applauded, laughed, and had questions and comments at the ready throughout the question and answer portion of the session. Audience questions, which, as previously stated in the limitations of collecting this data, were challenging to hear in the session recording. So, while none of the questions can be quoted explicitly, the panelists' responses were recorded clearly. The responses suggest that most inquiries were centered around the outcome of the sexual harassment lawsuit filed by one of the panelists, how to confront sexist behavior, whether the term “diversity” is outdated, how to get “a seat at the table,” salary negotiation, and ageism.

Two points of evaluation followed the session. First, IAVM administered a short survey to rate the session, as is typical for all sessions at this conference. Second, I reached out to participating panelists directly for feedback and recommendations. The results of the session ratings were not made available to me beyond the questions that were asked (see Figure 5). However, the IAVM Education Manager approached me before the end of the 2017 conference with a commitment to a second gender issue session for the following year's conference. The panelist feedback

supported the need to continue the conversation as well. Specific feedback included comments such as:

“The Q&A period needs to be longer as my perception was that the audience wanted to discuss the practical aspects of the issues as it related to their specific workplace or career, and the discussion of same was beneficial to the audience as a whole.”

“I did get a couple of war stories related to harassment.”

“Clearly, the topics could be expanded to address the recent spate of harassment allegations emanating from the entertainment world. Topics like how to deal with that, the positive and negative impacts of reporting the behavior, whether the company’s human resources department is really helpful and more could be included.”

We can see from panelist comments that there was both shared experience that attendees were interested in discussing and explicit interest in the logistics of how to manage issues of gender disparity. The return on investment in this topic kept on giving beyond the well-attended and much-needed session, including follow-up calls and emails from industry colleagues seeking advice about the best ways to handle gender issues in their venues.

Conclusions

Recognition of belonging and representation as significant outcomes of The Gender Gap session is a critical factor in influencing ongoing work toward gender parity in the industry. We can see the significance of both by extrapolating from the panelist perceptions and attendee engagement even further. Concerns about getting a seat at the table and salary negotiation (belonging) and seeing a female venue manager in a position of leadership (representation) support this claim. Overall, it may be said that this quote from one of the panelists nicely foreshadowed what was to come next for the annual conference, pertaining to more than simply gender disparity:

“I encourage everybody to have really respectful dialogues. I believe that one of the key ways to remove sexism in our society is to acknowledge our history, acknowledge it [sexism] exists, and to acknowledge that we’re all victims of it. And that we do need to do some work to repair it.”

Figure 5 - Rate Session Survey

What is your overall rating of this session?

- Excellent
- Good
- Average
- Fair
- Poor

How relevant to your job was the information presented?

- Excellent
- Good
- Average
- Fair
- Poor

Overall, how would you rate the speaker/panelists?

- Excellent
- Good
- Average
- Fair
- Poor

The same panelist noted that these efforts—respectful dialogue, acknowledgment of historical practices and behaviors, and acceptance that we’re all complicit—are not exclusive to issues of gender but also apply to race. We cannot discuss gender disparity without also discussing intersecting identities, historically marginalized or not.

In the end, the session was successful. “The Gender Gap Continued” was scheduled for the 2018 conference to be held the following year in Toronto. There were also some additional positive residual effects. By 2019, there was a Diversity & Inclusion track on the conference program that ushered in an ongoing program of social issue-based sessions such as *Inclusive Leadership*, *The True Power of Diversity*, and *Exploring Privilege*. At the most recent VenueConnect conference in 2019, there were nine different sessions as part of this track on subjects ranging from gender identity to representation and privilege to racial diversity.

For Further Research

The 2017 IAVM Diversity Study and The Gender Gap session later the same year provide a baseline measurement. Members of the association participated in the survey and the conference session in unexpected numbers suggesting support and enthusiasm for the topic. It was a timely study as it occurred moments before the nation turned its renewed attention to issues impacting diversity, equity, and inclusion in society. These outcomes suggest future research opportunities.

Women appear to represent a substantial segment of the industry's workforce—most clearly illustrated above by the *Gender Statistics in Arts & Entertainment Venue Management* infographic (Figure 3). As discussed in this paper's results section, early-career women are well represented while mid- and late-career women are underrepresented. However, questions remain, such as: Are they the same women? Further, if they are the same women, why the reduction in the number of active female employees and what is causing it to be so? These questions suggest a need to study the changes, over time, of the trajectory of a career in the venue management industry. A follow-up survey could be administered, designed to answer the questions 1) Has the number of women in the industry under age 44 continued to grow, plateau, or decline? 2) What change, if any, has occurred in the percentage of women represented in executive-level positions in the industry? Alternatively, a longitudinal study of a specific cohort of female venue managers could be designed. Examining both women's and men's career arcs may provide a more comprehensive understanding of both why and in which areas the industry has achieved gender parity. Additional research may necessitate a second survey of the same members to examine different responses over time. Will definitions of diversity change? Will there be a common understanding of the term? Will there be greater gender parity at the executive level in the industry? Will there be a higher response rate to a follow-up survey, given IAVM’s efforts and a greater awareness of significance and implications? Perhaps some of the previously deemed "not statistically significant" data may prove otherwise with a larger sample size.

Since this research was conducted, the International Association of Venue Managers has made great strides in the very areas examined by the study. The Diversity and Inclusive Leadership Committee was formed later that year “to ensure that boards, committees and other leadership

positions reflect diversity in their makeup.”⁴ The association's board governance policies were updated to reflect the importance of diversity within IAVM and its leadership. *Facility Manager*, a publication of IAVM, devoted an entire edition to diversity and subsequently committed a regular column to the topic. The hashtag #WeBelong, which started as the cover of *Facility Manager* magazine's *award-winning issue*, has become synonymous with IAVM swag (e.g., staff t-shirts). The IAVM Foundation, with support from the Diversity and Inclusive Leadership Committee in its first two years, raised over \$60,000 to support diversity scholarships and initiatives. Currently, IAVM is working with a consultant to ensure inclusive instructional materials and inclusive learning space for its Venue Management School, a two-year professional development program. This trajectory shows visible progress. Yet, there is still work to be done.

⁴ For more information see <https://www.iavm.org/diversity-and-inclusive-leadership-committee>

Acknowledgements

This project was made possible in part by funding from the University of Kentucky College of Fine Arts, research support from Kristin McQuerry and Cameron Bushling, and administrative support from the International Association of Venue Managers. Special thanks to Jenn Fishman, Geri Maschio, and Rachel Shane—this project would not have been possible without their expertise.

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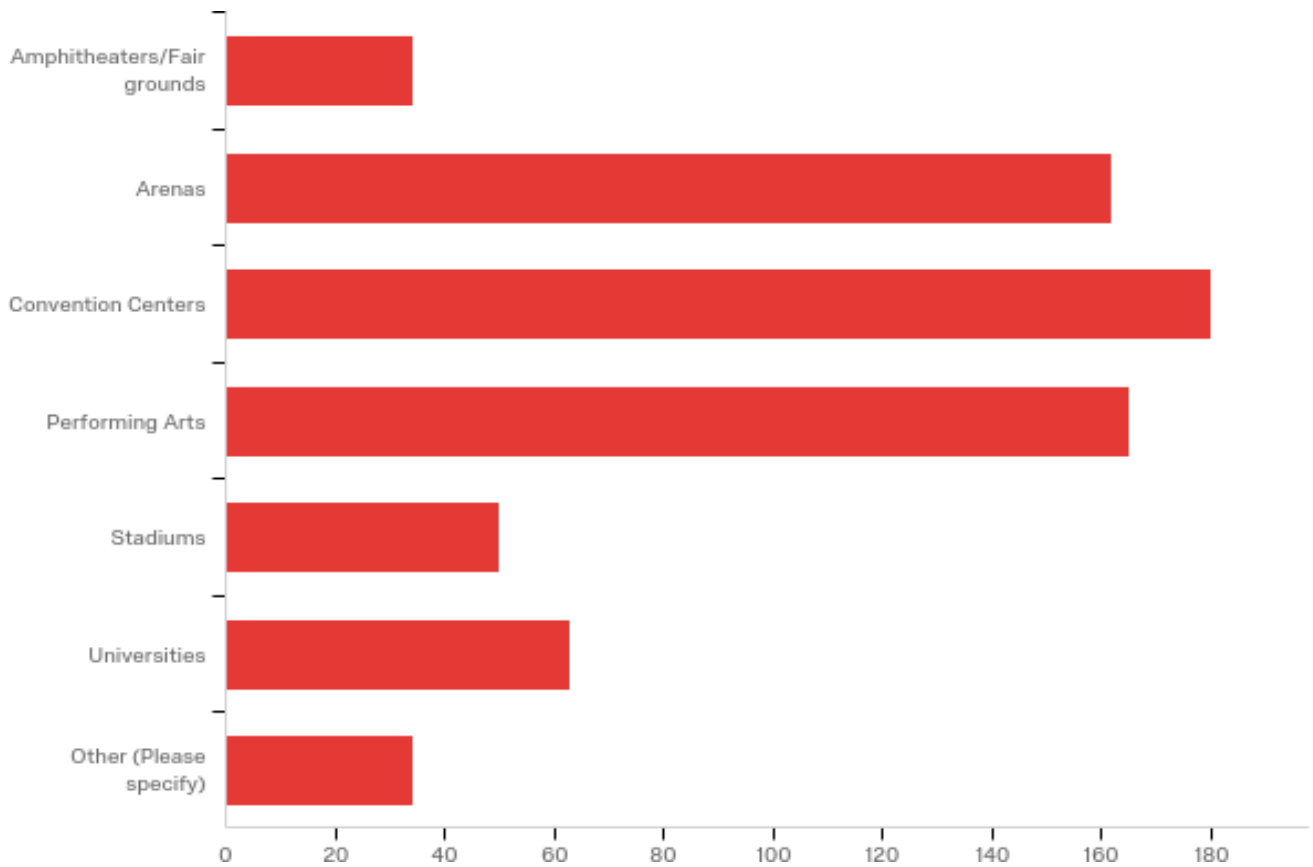
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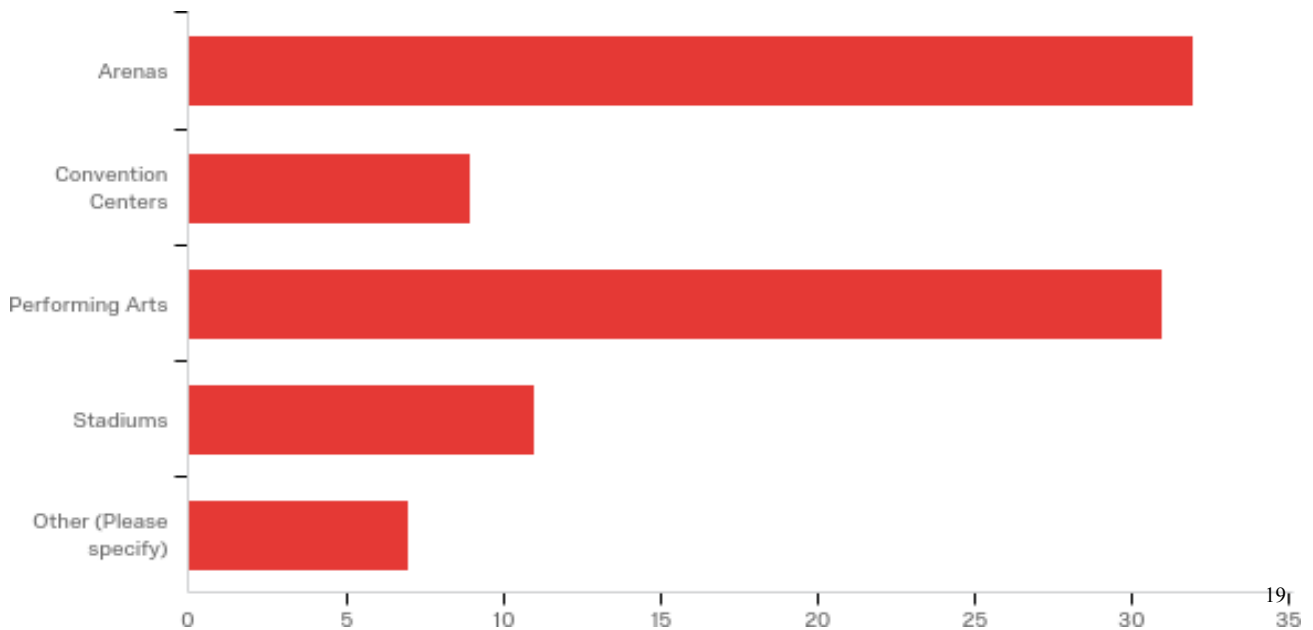
2017 Diversity Study Default Report*

Q1 - We are collecting extensive demographic information in order to study the breadth of diversity in the venue industry. Results of this survey will serve one or more sessions at VenueConnect 2017, will support IAVM educational activities, and will inform future research. Participation is voluntary and answers are strictly confidential. If there is a question you would rather not answer, simply skip it or select the choice "I prefer not to answer this question". If you have any questions or encounter any problems with this survey, please contact Frank Ingoglia at frank.ingoglia@iavm.org. Please do not use your Back Browser button or you may lose the answers you entered. To go back to the previous page, the bottom of each screen after this one contains a "Previous" button to use. To begin, click on the 'Start Survey' button.

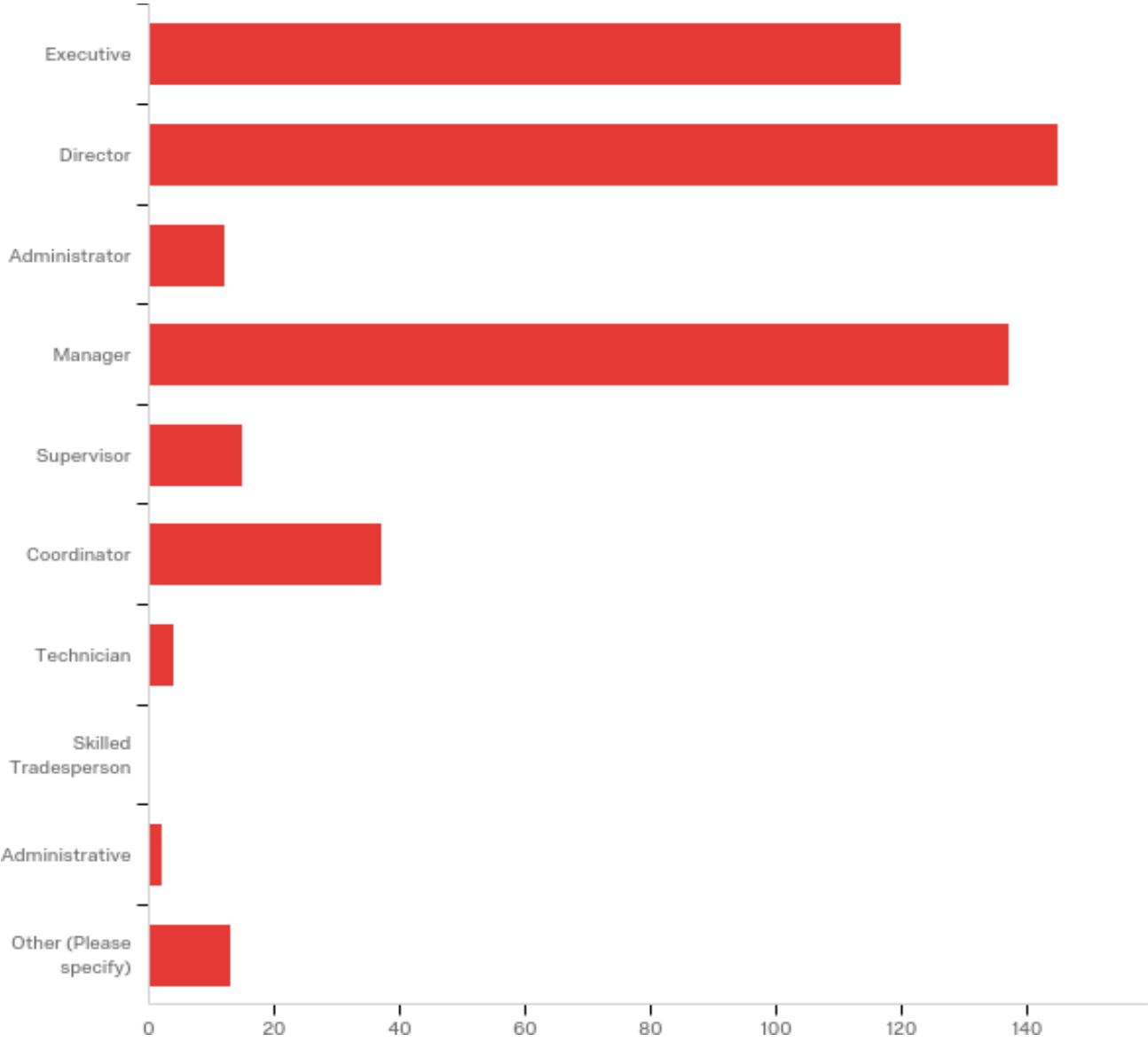
**Q2 - Which IAVM sector best describes your current work in the industry?
(Select all that apply.)**



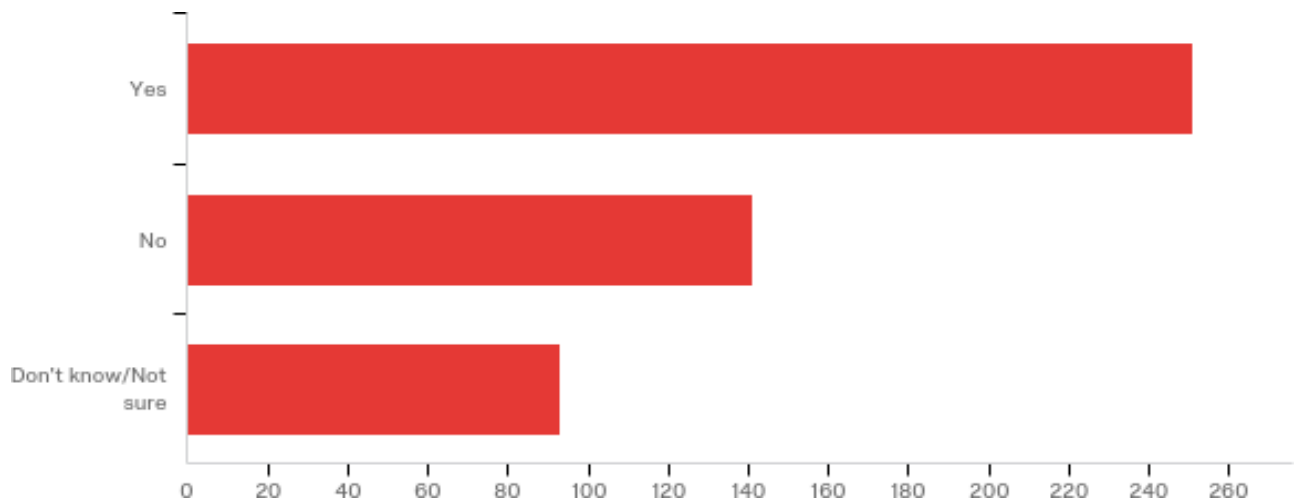
**Q3 - At which of these university based venue types do you currently work?
(Select all that apply.)**



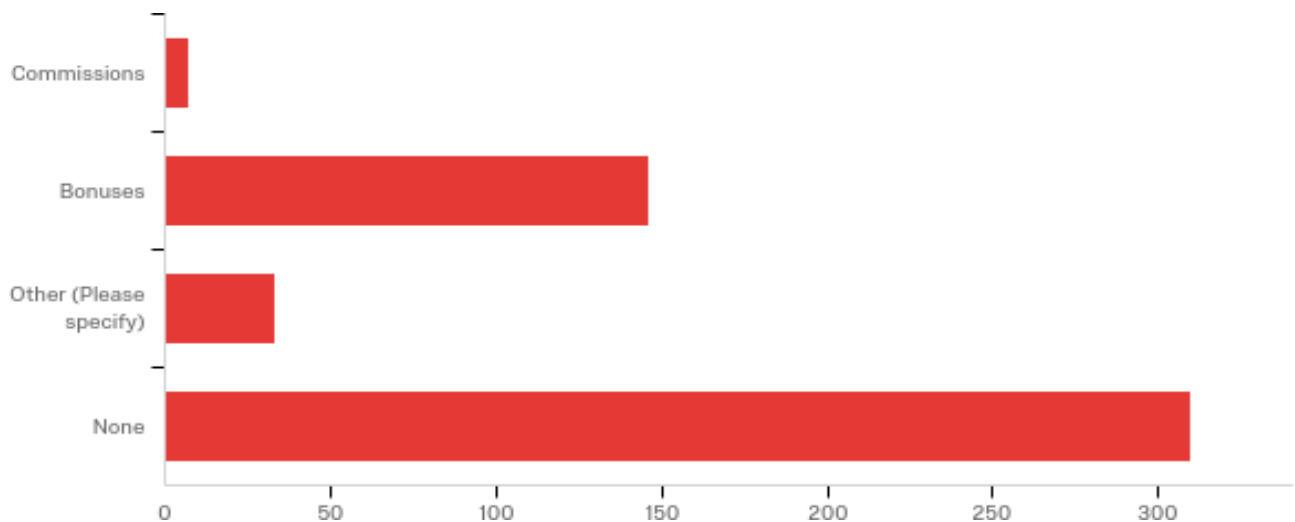
Q4 - Which category best describes your current position?



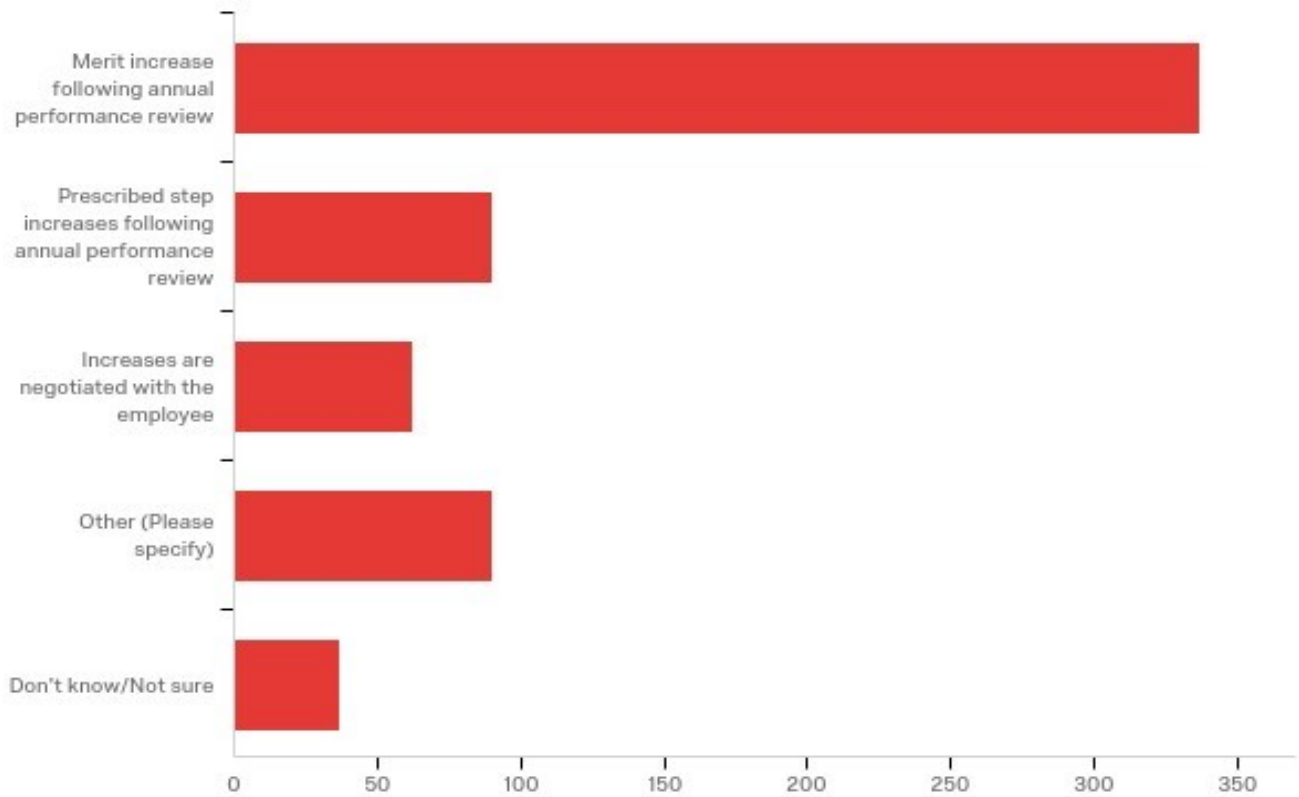
Q5 - Does the salary for your current position have a set minimum or maximum cap (predetermined range)?



Q6 - In your current position, which, if any, of the following financial incentives are you offered? (Select all that apply. If none, select the last choice.)

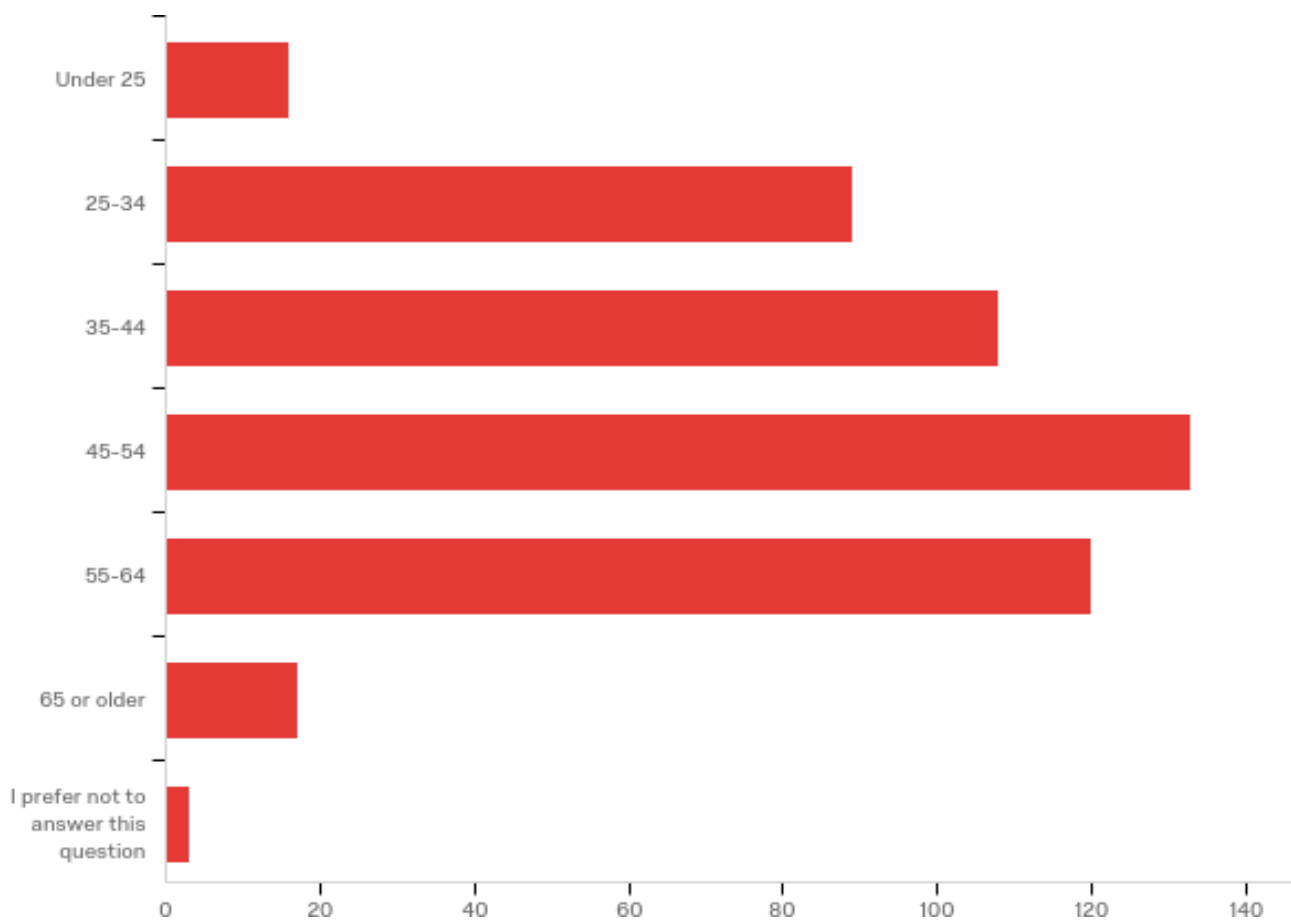


**Q7 - In your current position, how or why might your salary be increased?
(Select all that apply.)**

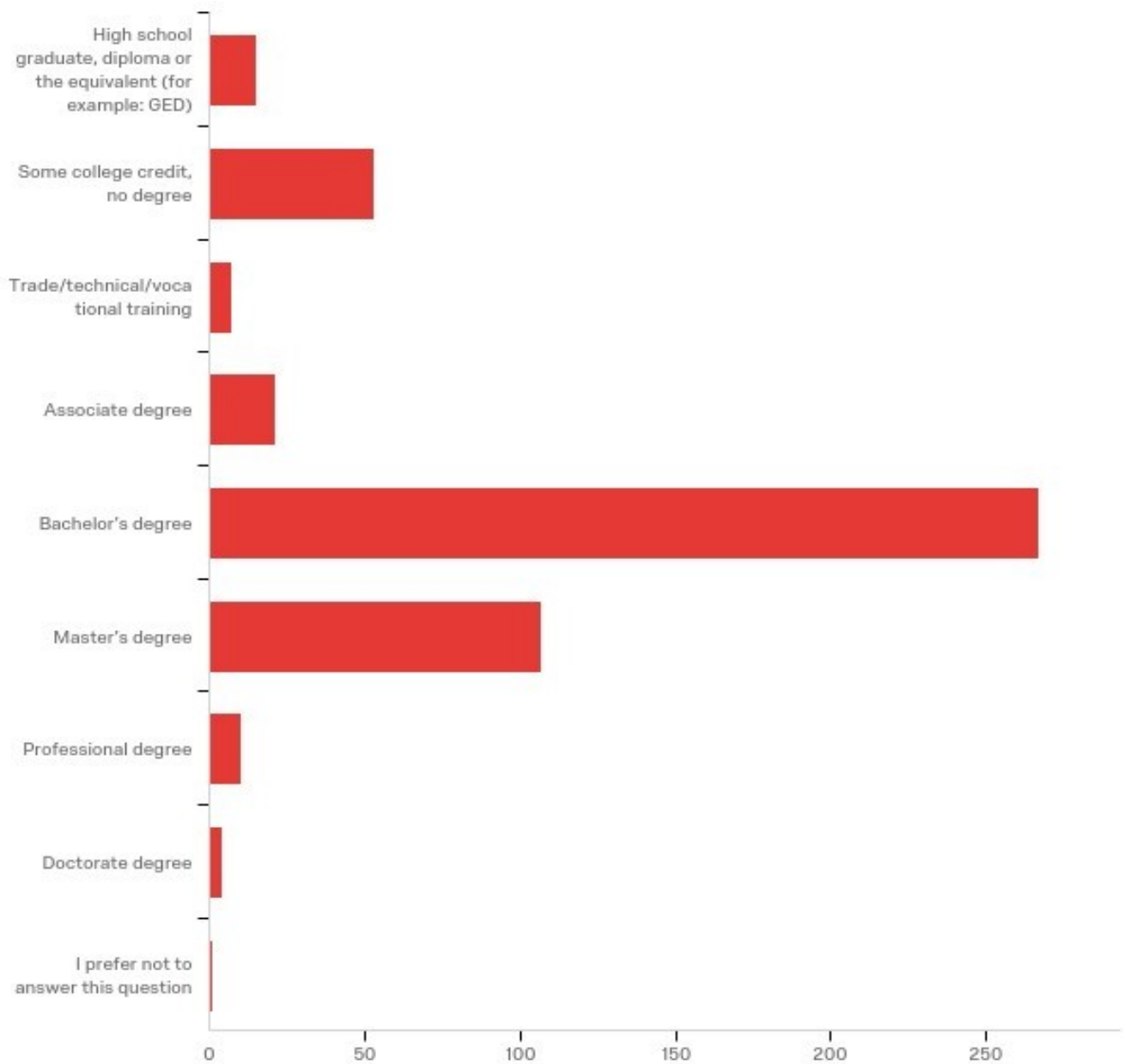


Q8 - The remaining questions are intended solely to investigate the breadth of diversity in the venue industry. The answers you give will be completely confidential, and results will only be presented in aggregate with those of other respondents to form a composite picture. If there is a question you would rather not answer, select the choice “I prefer not to answer this question”.

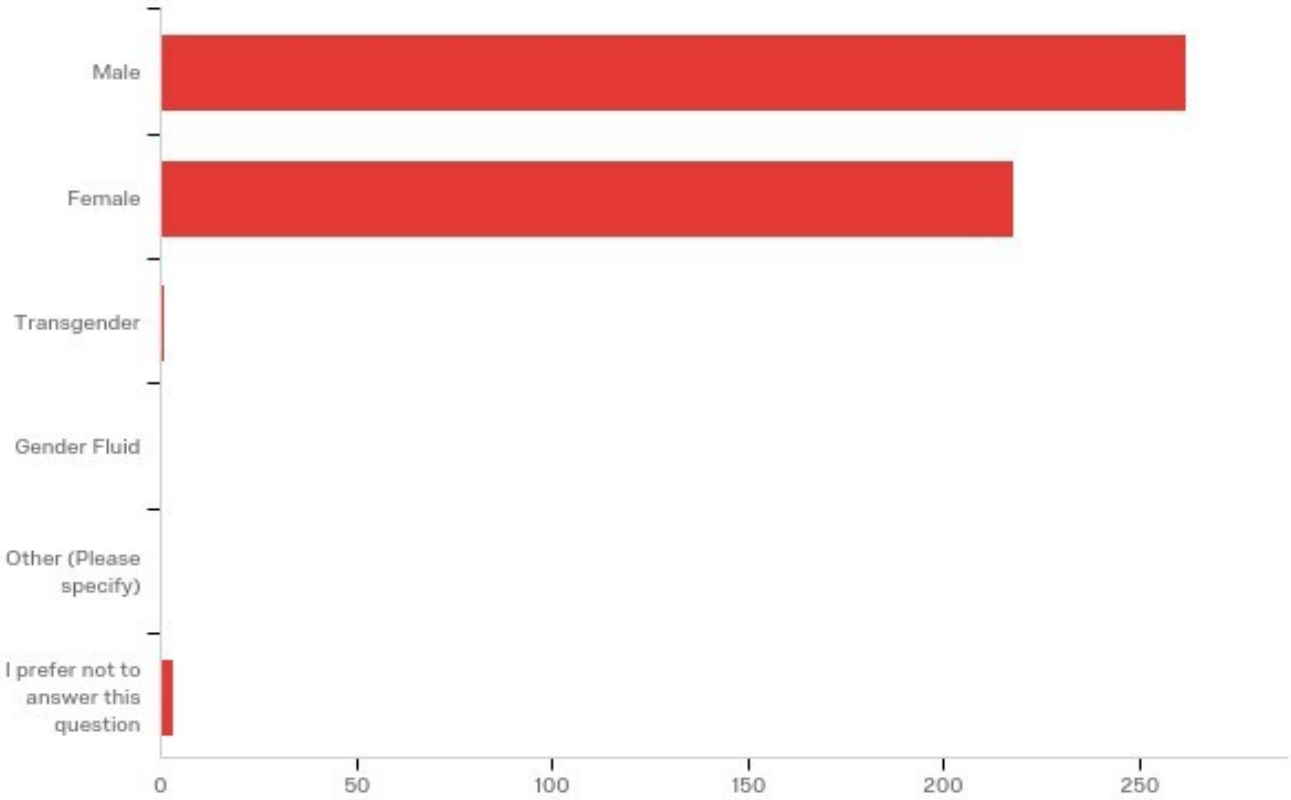
Which of the following categories contains your age?



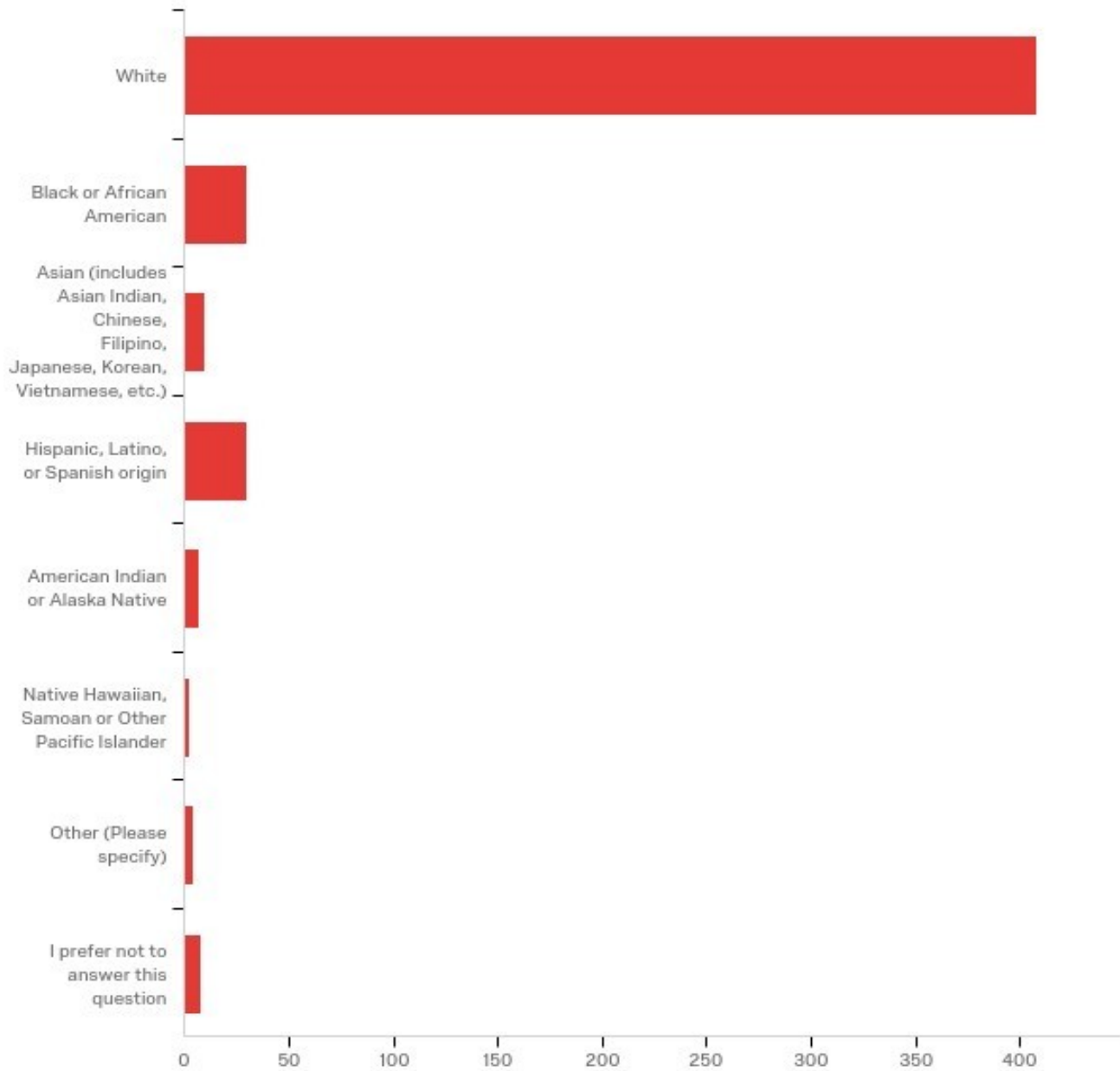
Q9 - What is the highest degree or level of school you have completed? (If currently enrolled, highest degree received to date.)



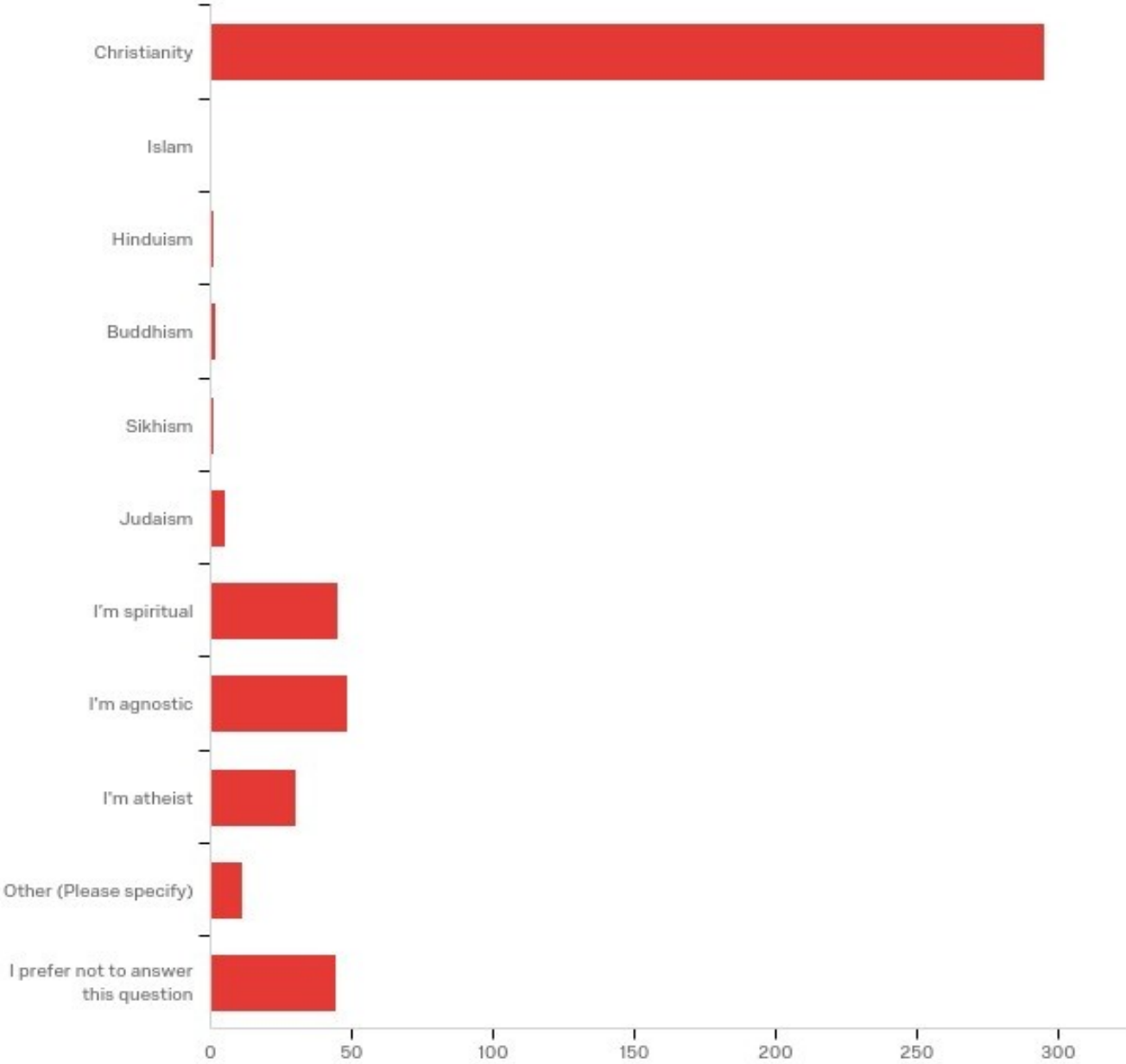
Q10 - What is your gender?



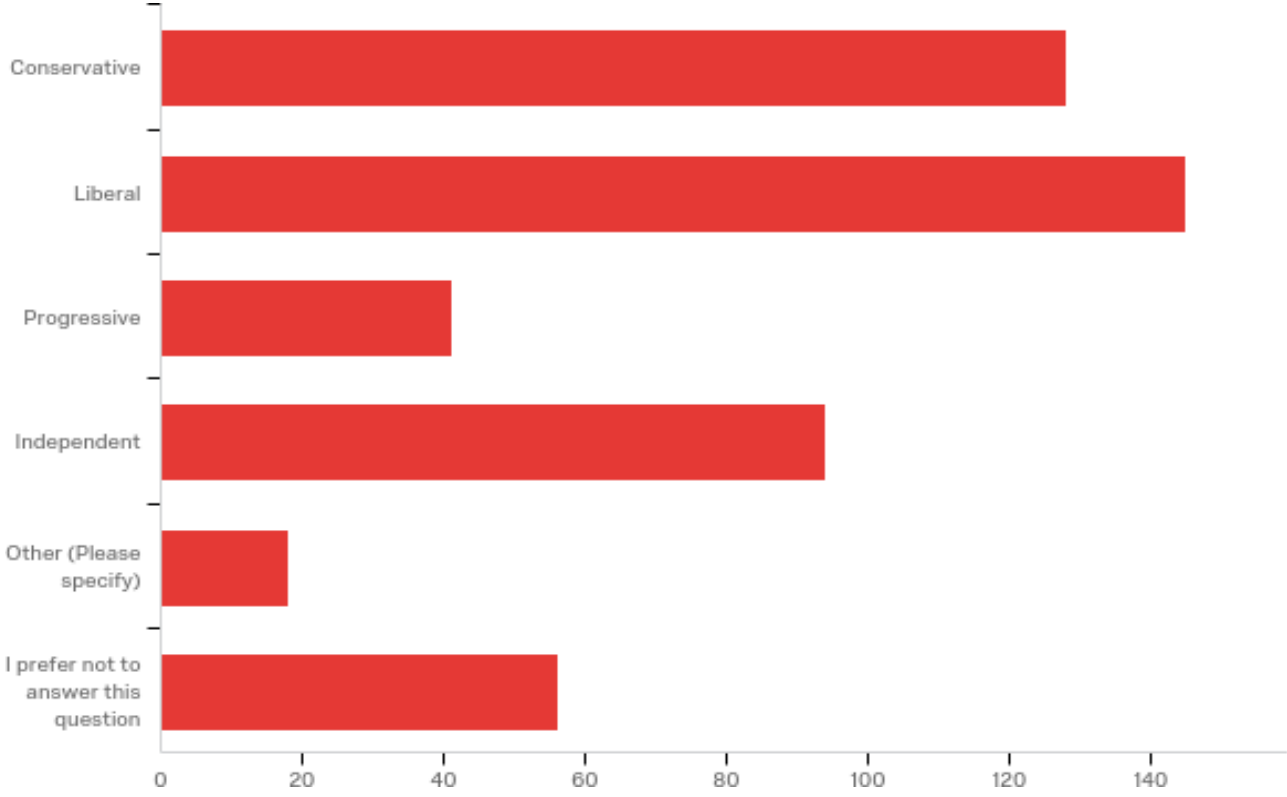
Q11 - Which of the following best describes your racial or cultural background? (Select all that apply.)



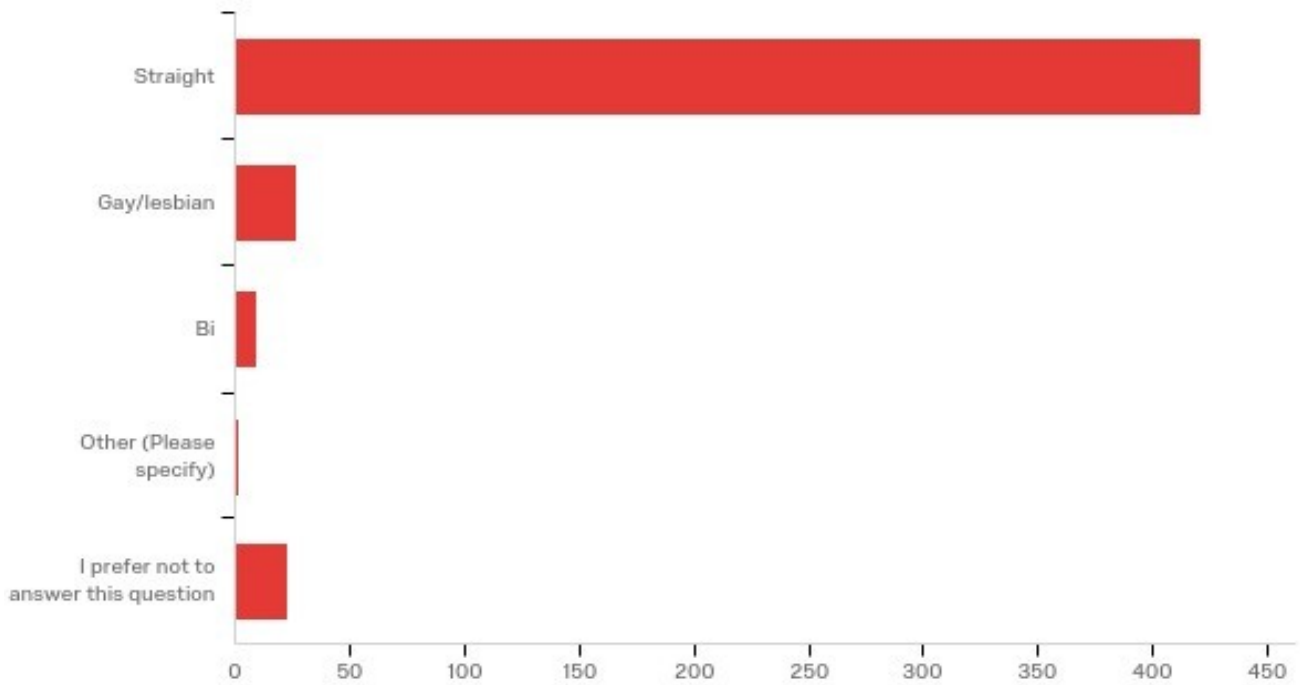
Q12 - Which one of the following best describes your religious beliefs?



Q13 - Which one of the following best describes your political beliefs?

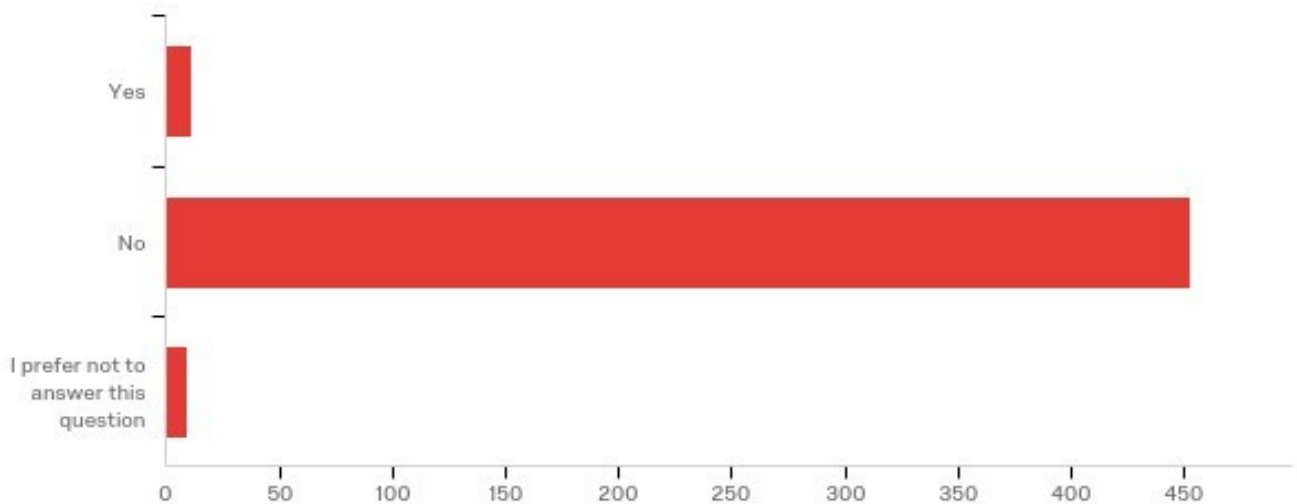


Q14 - Which one of the following best describes your sexual orientation?



Q15 – The Americans with Disabilities Act defines an individual with a disability as a person who: (1) has a physical or mental impairment that substantially limits a major life activity, (2) has a record or history of a substantially limiting impairment, or (3) is regarded or perceived by an employer as having a substantially limiting impairment.

Do any of these definitions apply to you?



Q16 - How would you define “diversity”?

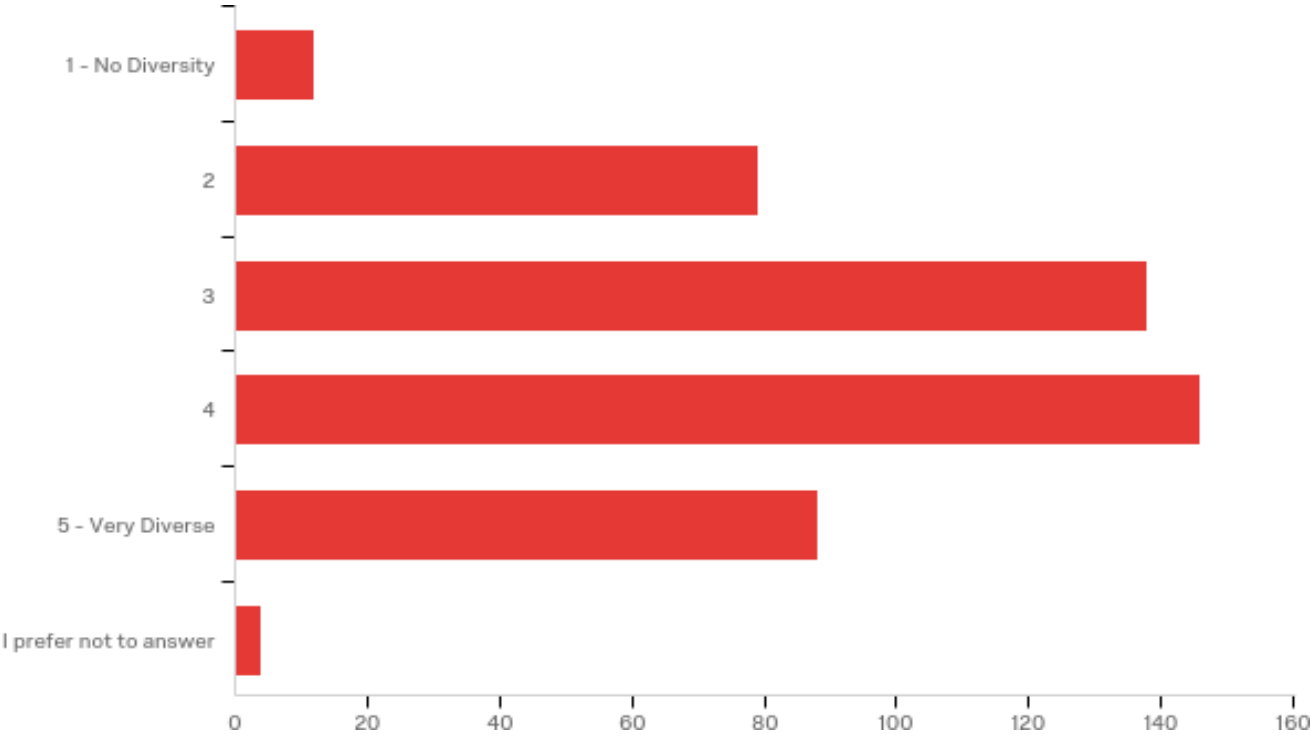
Diversity is embracing and actively including people with different backgrounds, experiences, and perspectives. This can inform decisions and generate more creative, innovative solutions.
Inclusion, respect and acceptance encompassing people from a variety of ethnic/racial groups, sexual orientations, genders, ages, cultural and religious backgrounds, as well as physical abilities.
People with perspectives different than mine due to differences in age, religion, economics, sexualtiy, race and experiences.
In a professional setting, it includes the range of experiences, beliefs, ethnicity, genders, backgrounds, socioeconomic levels, and other factors brought to the workplace by all stakeholders, including employees, clients, guests, and donors.
In our venue, I would define diversity as having a variety of cultures, races, demographics in our staff and range of events offered.
Organization includes people from different cultures, financial levels, sexual orientation, ages, genders, abilities etc.
the state of being diverse; variety.
a variety of opinions, backgrounds, and qualities
having difference in one or more ways
Representation from several races, age groups, ethnic backgrounds, cultural and religious backgrounds, countries, cities and states.
The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences. Differences can be in the areas of race, ethnicity, gender, gender identities, sexual orientation, socio-economic status, age, education, physical abilities, religious beliefs, political beliefs, or other ideologies.
A part African, Asian, Jewish, Muslim, Jedi, trans-gender, quadraplegic monk applies for a job in my industry and gets it - and that's totally fine with me.
Accepting all regardless of ethnicity, religious belief, sexual gender and orientation, age and physical capacity
This would depend on what sort of diversity you are referring to, as all situations are different.
the condition of having or being composed of differing elements as well as the inclusion of different types of people (as people of different races or cultures) in a group or organization
Recognizing differences
A wide range of thinking by a broad base of individuals from various races, nationalities, genders and sexual orientations.
Having a mix of ethnic origin, gender, age, sexuality
A range and variety of different things
Differences that apply to many areas such as culture, race, age, ethnicity, sexual orientation, socioeconomic status, etc..
Difference in beliefs, race and sexual orientation. gender, age.
People of mixed beliefs, values, background, ethnicities, religion.

different genders, ethnicities, cultures and backgrounds working together.
the state or fact of being diverse; difference; unlikeness: diversity of opinion. variety; the inclusion of individuals representing more than one national origin, color, religion, socioeconomic stratum, sexual orientation, etc.
In the work place, the ability to ignore biases in hiring, setting pay levels and awarding promotions.
Differences among groups of people and individuals based on ethnicity, race, socioeconomic status, gender, exceptionalities, language, religion, sexual orientation, and geographical area.
Diversity - different people coming together from any background, race, sex, age
Acceptance, understanding and respect of all ethnic, racial, gender, sexual orientation, socio-economic, age, physical abilities, religious, political, understanding individual uniqueness, and other cultural ideologies.
Different backgrounds. Different characteristics different thoughts. Creativity
The ability to ensure a wide variety of abilities and backgrounds have full access to facilities, programs and employment
I would describe diversity as being diverse in either gender, age, idea, thought process, ethnicity, etc.
open to different things
I would define diversity to include race, ethnicity, age, gender, gender identities, sexual orientation, socio-economic status, education, physical abilities, religious beliefs, and political beliefs.
A mixture of racial, religious, educational, and cultural backgrounds.
variety without borders
A lot of different cultures, beliefs and opinions, not just different races, religions etc.
Many different types of people, age, race, sex. Different backgrounds and experience.
Culture and race
I would define diversity in terms of staffing as hiring the best candidate for every position based solely on the value they bring to the organization.
Multi-cultural, Multi-racial, gender inclusive, sexual preference inclusive, religious inclusive
Outside of the majority norm
Having a wide range of ethnicities, genders, and backgrounds represented.
see Q18
The opposite of uniformity
Having people around you that don't necessarily look or believe or think like you do.
Including people of all backgrounds, races. ethnicity, sexual orientation, religion or creed and not choosing people based on any proscribed criteria. Melting Pot, just go to WalMart on any given day and that's diversity.
Variety of Race, Faith, Gender & Age
different beliefs.
A melting pot of all cultures, colors, beliefs, backgrounds, experiences, etc.

Different people from different walks of life, whether it's racial, sex, sexual orientation, economic, religious or region.
Diversity in the workplace means providing opportunity to all who qualify and seek positions regardless of race, ethnicity, color, creed, gender, age, physical ability, or sexual orientation/identification.
mixture of different people
Differing forms of entertainment over a wide spectrum of interests, differing classifications of people.
Multiple cultures working together and bringing with them different view points to achieve a common goal
Having individuals of different backgrounds and beliefs working together.
the inclusion of people from multiple and varied races, ethnicities, religions, gender, sexual orientation, age, and economic standing
the differences and uniqueness of us
Inclusion of all individuals within an organization or group regardless of cultural or social standings/backgrounds.
mix of races and genders
All inclusive, no barriers
Diversity is the inclusion of multi faith, race, sexual orientation people within any group. I believe it shouldn't be an issue and should just happen naturally as we are all equal.
Inclusion of all religions, races, and genders.
I believe this is an accurate definition based on popular perception: Diversity = The inclusion of individuals representing more than one national origin, color, religion, socioeconomic stratum, sexual orientation, etc.
A range of different things or people
An environment inclusive of people of different racial, national, religious, cultural and linguistic backgrounds, of different ages, genders and sexual orientations, from different socio-economic backgrounds, and people with a range of abilities and disabilities.
A workplace that includes a mixture of people who have a wide range of abilities, experience, knowledge and strength due their to age, background, ethnicity, physical abilities, political and religious beliefs, sex, and other items.
A group of people whose attributes reflect that of wider society
cultural diversity
This is a loaded question, of course there is ethnic, gender and age diversity but we also spend time thinking about and discussing things like income diversity, diversity of thought, regional diversity in terms of the differences between cities, communities etc. economic diversity etc. etc. and I see you have it listed below!
Diversity in the workplace is having staff that vary in age, gender, ethnicity, religious beliefs or backgrounds, socioeconomic background in family of origin, ability/disability and language spoken at home.
A myriad of experiences coming together to produce a specific outcome
Inclusion of all race, color, creed, nationality, sexual orientation, ability
prefer the term Inclusive
Various ethnicities, beliefs and backgrounds

A mix of varying abilities, beliefs, sex, sexual preference, ethnicity, religion, knowledge and experience
A difference between two entities, but within the same category.
A broad-cross section of genders, races, beliefs and cultural backgrounds.
distributed thought and makeup within a declared or recognized community
Race, Sex, Sexual Preference, Age
a mix of cultural backgrounds and a mix of sexual preferences
Creating a culture of inclusion; valuing others, guaranteeing our patrons a variety of experiences
all person regardless of race, sex, religious beliefs or sexual orientation.
People from different ethnic, cultural, educational, and beliefs backgrounds.
across a very broad spectrum of people from all culture, genders and religions including those with and without physical and mental challenges
a mindset
All people.
A variety
Diverse groups of individuals bring diverse ideas and experiences, diverse ideas and experiences contribute to increased sharing of thoughts and ideas, development of new solutions, and increased innovation.
lots of different people
A variety of backgrounds; age, gender and ethnicity.
The inclusion and opportunity for all people, regardless of race, gender, sexual orientation or level of ability
Overused. Generally used to determine ethnic and/or gender identifying related numbers of people in a given situation
race, gender, sexual orientation, age
Inclusion of all reasonably accommodated disabilities, sexual orientations, ethnicities, races, religions and countries of origin.
Diversity is when a group of people contains differing characteristics, i.e. cultural background, family upbringing, race, economic status, religion, age, etc
Individuals with different cultural and ethnic backgrounds.
A representation of our society.
Too many rows for PDF export, try exporting to Word or CSV

Q17 - Thinking about your definition of “diversity,” how diverse is the staff (include paid staff only) of your institution/organization?



*Visualizations and short answer only.

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