

The Largest Ballet & Classically Based Companies Leadership Report

OCTOBER 2023



Report Summary

This is Dance Data Project[®] (DDP)'s fifth annual study examining the gender distribution of leadership at ballet and classically based companies in the United States. This is DDP's second iteration of the report examining the **Largest 150** companies. This report is the most comprehensive to date and represents a significant expansion in the depth of our analysis examining more critical leadership positions than ever before. Previously, DDP's Leadership Report only examined the gender distribution of Artistic and Executive Directors, and Associate/Assistant Artistic Directors; this year's report has expanded to include Heads of Schools, Heads of Second Companies, and Rehearsal Directors. The gender distribution of resident choreographers were previously examined in the <u>Global Resident Choreographers 2023 Data Byte</u>.

The sample of companies examined in this report comes from DDP's Largest Ballet & Classically Based Companies report which ranks the Largest 150 companies based on FY 2021 expenditures. In fiscal year 2021, the Largest 150 companies operated with a combined total expenditure of \$441,886,534. The Largest 50 (companies #1-50) companies operated with a total aggregate expenditure of \$391,881,659 representing 88.68% of expenditures among the Largest 150, whereas the Next 50 (companies #51-100) operated with \$37,537,748 (8.49% of the Largest 150), and the Additional 50 (companies #101-150) operated with \$12,467,127 (2.82% of the Largest 150).

Past iterations of this examined artistic and executive director compensation, which will be examined in greater detail in the October 2023 Artistic & Executive Compensation Report.

The Report's key findings include:

- 1. Of the 153 Artistic Directors at the **Largest 150** companies, 66 are women (43.1%), 86 are men (56.2%), and 1 is gender expansive (0.7%).
 - Within the Largest 50 there are 13 female (24.5%) and 38 (74.5%) male Artistic Directors.
 - Within the Next 50 there are 27 female (54.0%), 23 male (46.0%), and 1 gender expansive (2.0%) Artistic Directors.
 - Within the **Additional 50** there are 26 female (51.0%) and 25 male (49.0%) Artistic Directors.

The gender distribution of Artistic Directors among the **Largest 50** companies has remained relatively unchanged between 2018 and 2023. Artistic leadership continues to be more equitable among the **Next** and **Additional 50** companies in comparison to the **Largest 50**.

- As of September 2023, there are 4 female Artistic Directors within the Largest 10. The number of female Artistic Directors within the Largest 10 has doubled since 2022 and increased fourfold since 2021. Between 2020 and 2021, there was only one female Artistic Director within the Largest 10 companies. This marks significant progress in opportunities for women at these prestigious, well-resourced organizations in the United States.
- 3. There are 5 female Artistic Directors leading companies within the **Largest 25**. However, 4 of these Artistic Directors are leading companies ranked #1-10, meaning there is only one female Artistic Director within companies ranked #11-25.



- 4. Of the 115 Executive Directors at the **Largest 150** companies, 68 are women (59.1%) and 47 are men (40.9%).
 - Within the Largest 50 there are 23 female (48.9%) and 24 male (51.1%) Executive Directors.
 - Within the **Next 50** there are 25 female (58.1%) and 18 male (41.9%) Executive Directors.
 - Within the **Additional 50** there are 20 female (80.0%) and 5 male (20.0%) Executive Directors.

The gender distribution of Executive Directors continues to be more equitable in comparison to Artistic Leadership - a trend that has been consistent since 2018.

 Within the Largest 150 companies, there are more women holding the positions of Assistant/ Associate Artistic Directors (30 women, 63.8%), Heads of Schools (81 women, 76.4%), and Rehearsal Directors (62 women, 59.0%). Men hold more Heads of Second Company positions than women (13 men, 56.5%).

The Report includes the following sections:

- I. Gender Distribution of:
 - A. Artistic Directors
 - B. Executive Directors/CEOs
 - C. Associate/Assistant Artistic Directors
 - D. Heads of Schools
 - E. Heads of Second Companies
 - F. Rehearsal Directors
- II. Year-Over-Year Comparisons
- III. Operational Definitions, Methods, and Limitations

Appendix A: The Largest 150 U.S. Ballet Companies -Largest 50, Next 50, and Additional 50



Section I Gender Distribution of Ballet Leadership

Section IA: Gender Distribution of Artistic Directors

This section provides an overview of the gender distribution of Artistic Directors using the most recent available data and reflects current leadership. Data was recorded as of September 2023.

Among the **Largest 50** U.S. ballet companies, there are 13 female and 38 male Artistic Directors 24.5% Female | 74.5% Male

Gender Distribution of Artistic Directors Largest 50 U.S. ballet companies





In the **Largest 10**, there are 4 female and 7 male Artistic Directors 36.4% Female | 63.6% Male

In the **Largest 25**, there are 5 female and 21 male Artistic Directors 19.2% Female | 80.8% Male

In the **Next 50**, there are 27 female, 23 male, and 1 gender expansive Artistic Directors 52.9% Female | 45.1% Male | 2.0% Gender Expansive

In the **Additional 50**, there are 26 female and 25 male Artistic Directors 51.0% Female | 49.0% Male

Overall, in the **Largest 150** companies, there are 66 female, 86 male, and 1 gender expansive Artistic Directors 43.1% Female | 56.2% Male | 0.7% Gender Expansive



Section IB: Gender Distribution of Executive Directors

This section provides an overview of the gender distribution of Executive Directors using the most recent available data and reflects current leadership. Data was recorded as of September 2023.

Among the **Largest 50** U.S. ballet companies, there are 23 female and 24 male Executive Directors 48.9% Female | 51.1%Male



In the **Largest 10**, there are 4 female and 6 male Executive Directors 40.0% Female | 60.0% Male

In the **Largest 25**, there are 11 female and 14 male Executive Directors 44.0% Female | 56.0% Male

In the **Next 50**, there are 25 female and 18 male Executive Directors 58.1% Female | 41.9% Male

In the **Additional 50**, there are 20 female and 5 male Executive Directors 80.0% Female | 20.0% Male

Overall, in the **Largest 150** companies, there are 68 female and 47 male Executive Directors 59.1% Female | 40.9% Male



Section IC: Gender Distribution of Associate/Assistant Artistic Directors

This section provides an overview of the gender distribution of Assistant/Associate Artistic Directors using the most recent available data and reflects current leadership. Data was recorded as of September 2023.

Among the **Largest 50** U.S. ballet companies, there are 10 female and 11 male Associate/Assistant Artistic Directors 52.4% Female | 47.6% Male

Gender Distribution of Executive Directors Largest 50 U.S. ballet companies





In the **Largest 10**, there are 2 female and 4 male Associate/Assistant Artistic Directors 33.3% Female | 66.7% Male

In the **Largest 25**, there are 6 female and 6 male Associate/Assistant Artistic Directors 50.0% Female | 50.0% Male

In the **Next 50**, there are 10 female and 4 male Associate/Assistant Artistic Directors 71.4% Female | 28.6% Male

In the **Additional 50**, there are 9 female and 3 male Associate/Assistant Artistic Directors 75.0% Female | 25.0% Male

Overall, among the **Largest 150** companies, there are 30 female and 17 male Associate/Assistant Artistic Directors 63.8% Female | 35.2% Male



Section ID: Gender Distribution of Heads of Schools

New to this year's report is the inclusion of Heads of Schools. This section provides an overview of the gender distribution of Heads of Schools using the most recent available data and reflects current leadership. Data was recorded as of September 2023.

Among the **Largest 50** U.S. ballet companies, there are 35 female and 11 male Heads of Schools 76.1% Female | 23.9%Male

Gender Distribution of Executive Directors Largest 50 U.S. ballet companies



In the **Largest 10**, there are 8 female and 3 male Heads of Schools 72.7% Female | 27.3% Male

In the **Largest 25**, there are 18 female and 8 male Heads of Schools 69.2% Female | 30.8% Male

In the **Next 50**, there are 31 female and 8 male Heads of Schools 79.2% Female | 20.5% Male

In the **Additional 50**, there are 15 female and 6 male Heads of Schools 71.4% Female | 28.6% Male

Overall, in the **Largest 150** companies, there are 81 female and 25 male Heads of Schools 76.4% Female | 23.6% Male



Section IE: Gender Distribution of Heads of Second Companies

New to this year's report is the inclusion of Heads of Second Companies. This section provides an overview of the gender distribution of Heads of Second Companies using the most recent available data and reflects current leadership. Data was recorded as of September 2023.

Among the **Largest 50** U.S. ballet companies, there are 6 female and 18 male Heads of Second Companies 33.3% Female | 66.7% Male



In the **Largest 10**, there are 1 female and 3 male Heads of Second Companies 25.0% Female | 75.0% Male

In the **Largest 25**, there are 2 female and 8 male Heads of Second Companies 20.0% Female | 80.0% Male

In the **Next 50**, there are 4 female and 1 male Heads of Second Companies 54.0% Female | 46.0% Male | 2.0% Gender Expansive

There are no Heads of Second Companies within the Additional 50

Overall, in the **Largest 100** companies, there are 10 female and 13 male Heads of Second Companies 43.5% Female | 56.5% Male



Section IF: Gender Distribution of Rehearsal Directors

New to this year's report is the inclusion of Rehearsal Directors. This section provides an overview of the gender distribution of Rehearsal Directors using the most recent available data and reflects current leadership. Data was recorded as of September 2023.

Among the **Largest 50** U.S. ballet companies, there are 43 female and 36 male Rehearsal Directors 54.4% Female | 45.6% Male



In the **Largest 10**, there are 21 female and 15 male Rehearsal Directors 58.3% Female | 41.7% Male

In the **Largest 25**, there are 30 female and 28 male Rehearsal Directors 51.7% Female | 48.3% Male

In the **Next 50**, there are 10 female and 6 male Rehearsal Directors 62.5% Female | 37.5% Male

In the **Additional 50**, there are 9 female and 2 male Rehearsal Directors 81.8% Female | 18.2% Male

Overall, in the **Largest 150** companies, there are 62 female and 43 male Rehearsal Directors 59.0% Female | 41.0% Male



Section II: Year-Over-Year Comparisons

The following section outlines Year-Over-Year comparisons in the number of Artistic Directors and Executive Directors to provide longitudinal information on the gender distribution of these key leadership positions. Comparisons are made for companies within the Largest 10, Largest 25, Largest 50, Next 50, and Additional 50.

Largest 10

The number of female Artistic Directors within the Largest 10 has doubled from 2022, and increased fourfold since 2020. This marks significant progress in opportunities for women at these well-resourced organizations in the United States.

However, there has been a disappointing decline in the number of women holding executive director positions. In 2020, there were seven female Executive Directors, and as of 2023, there are only four. Men now hold more executive director positions than women.











Largest 25

The gender distribution in Artistic Director and Executive Director positions among the Largest 25 has remained relatively consistent between 2020 and 2023, with men holding a greater number of these roles than women. However, the gender distribution of executive directors is more equitably distributed in comparison to Artistic Directors.

Of note, 4 of the Artistic Director positions held by women are within the Largest 10, and only 1 are held by women in companies ranked #11-25¹. This underscores the need for increased artistic leadership opportunities for women across the board.



NUMBER OF ARTISTIC AND EXECUTIVE DIRECTORS BY GENDER Largest 25 Year-Over-Year Comparison

¹ Looking specifically at companies ranked #11-25, there were 3 female Artistic Directors in 2022. In 2021 and 2020, there were 4 female Artistic Directors among these companies.



Largest 50

Between 2022 and 2023, the number of female Artistic Directors decreased within the Largest 50 companies. Men continue to hold more than twice as many Artistic Director positions in comparison to women - an ongoing trend since 2018.

The gender distribution of executive directors is more equitable in comparison to Artistic Directors. However, from 2022 to 2023, the number of female Artistic Directors decreased, and for the first time since 2018, there are more men holding executive director positions than women.

NUMBER OF ARTISTIC AND EXECUTIVE DIRECTORS BY GENDER Largest 50 Year-Over-Year Comparison





Next 50²

As of September 2023, there are more women in Artistic and Executive Director positions than men. The gender distribution of Artistic and Executive Directors within the Next 50 continues to be more equitably distributed.

NUMBER OF ARTISTIC AND EXECUTIVE DIRECTORS BY GENDER Next 50 Year-Over-Year Comparison



² The Next 50 was examined in depth for the first time in 2020. Because of this, DDP has not established longitudinal data for leadership among the Next 50 for the same length of time as the Largest 50.



Additional 50³

Women continue to hold more Artistic and Executive Director positions within the Additional 50 companies.

NUMBER OF ARTISTIC AND EXECUTIVE DIRECTORS BY GENDER Additional 50 Year-Over-Year Comparison



³ DDP has not yet established longitudinal data for leadership among the Additional 50 as it was examined for the first time in 2022.



Section III: Operational Definitions, Methods, and Limitations

Operational definitions:

Ballet company

For this study, DDP defines a "ballet company" as an organization that has both roots in classical ballet and a professional performing company. If a company (such as Alvin Ailey), defines its work as "ballet" then we honor their terminology. Note, however, that Alvin Ailey, Dallas Black Dance Theatre, LA Dance Project, and PHILADANCO!, are also counted in our Modern and Contemporary ranking. DDP also considers factors such as whether the company has an affiliated school that teaches pointe work and if the company commissions work by choreographers who also work with traditional ballet companies.

DDP remains generous and open-minded with this definition and recognizes that the art form is constantly evolving.

Artistic Director

The Artistic Director(s) of each company was defined as either the person(s) with that title, or the person(s) who most closely fills the role of overseeing and directing artistic operations at the ballet company (e.g., ballet director).

Executive Director

The executive director of each company was defined as either the person(s) with that title, or the person(s) who most closely fills the role of overseeing and directing managerial operations at the ballet company.

Associate/Assistant Artistic Directors

The associate/assistant Artistic Director of each company was defined as either the person(s) with that title, or the person(s) who most closely fills the role of artistic assistant at the ballet company.

Head of School

The head of school for each company was defined as either the person(s) with that title or the person(s) who most closely fills the role of overseeing and directing operations at the ballet school, e.g., school director.

Heads of Second Companies

The Artistic Director(s) of each second/trainee company was defined as either the person(s) with that title, or the person(s) who most closely fills the role of overseeing and directing artistic operations of the second/trainee company, i.e., ballet director.

Rehearsal Director

Rehearsal Directors were defined as either the person(s) with that title, or the person(s) who most closely fills the role of overseeing and directing rehearsals for the companies (e.g., répétiteur, repertory coach). DDP has remained open and generous with this title as it varies from company to company.



Gender

DDP has used the following categories to refer to choreographers' gender identities in this report: women, men, and gender expansive. In this study, "woman" and "female" are used synonymously, as are "man" and "male". Gender expansive includes individuals who identify as non-binary, genderqueer, gender non-conforming, or otherwise outside of the gender binary. DDP respects and has worked to ensure we accurately represent individuals' gender identities.

Data collection and analysis

For this study, DDP examined the Largest 150 ballet and classically based companies in the U.S. compiled through publicly available fiscal data, as detailed in the 2023 <u>Largest Ballet & Classically Based Company</u> <u>Report</u>.

Leadership positions, as well as name and gender, were primarily sourced directly from company websites. Pronouns were utilized to determine an individual's gender. All relevant information was collected in a shared Google Sheet. After initial data collection, data was reviewed twice more by a different member of the research time on each occasion. Data was collected and verified between July 21, 2023, and September 13, 2023. Recent leadership changes that were announced before September 22, 2023 were also included. Data was then analyzed in Google Sheets. For each leadership category, the number of female, male, and gender expansive individuals were counted and percentages were calculated.

Limitations

Titles and Vacancies of Artistic and Executive Director Positions

Titles vary between companies and Dance Data Project[®] has attempted to represent the various leadership positions of each company as accurately as possible.

The role of Executive Director ranges in title. DDP used the Key Employee, if applicable, with the title most closely resembling Executive Director. These titles include President and Chief Executive Officer, Managing Director, Interim Executive Director, Administrative Director, Administrative Manager, Director, Founder and Chief Executive Officer. For companies where one person serves as both Artistic and Executive Director, DDP counted that person in both categories. For example, Christine Cox, the Artistic and Executive Director of BalletX, was counted among both Artistic Directors and Executive Directors in the Largest 50.

23 companies have one individual serving as both Artistic and Executive Director:

- American Ballet Theatre⁴ American Midwest Ballet Ballet Arkansas Ballet Hispánico Ballet Palm Beach Ballet Theatre Company Ballet Vero Beach BalletX
- Carolina Ballet Charleston Ballet Chattanooga Ballet Columbia City Ballet Eglevsky Ballet Madison Ballet⁵ Manassas Ballet Theatre⁶ Mareck Dance
- Nashville Ballet New Ballet Portland Ballet Sacramento Ballet Saint Louis Ballet Texture Contemporary Ballet The Roxey Ballet Company

⁴ As of September 2023, Susan Jaffe is serving as Interim Executive Director of American Ballet Theatre.

⁵ As of September 2023, Ja' Malik is serving as Interim Executive Director of Madison Ballet.

⁶ Amy Grant Wolfe is the Artistic Director and Co-Executive Director of Manassas Ballet Theatre. She shares the role of Executive Director with Mark Wolfe.



8 Companies list two Artistic Directors:

Anaheim Ballet	Delta Festival Ballet	Louisville Ballet ⁷
Ballethnic Dance Company	Dimensions Dance Theatre of Miami	Rochester City Ballet
Charlottesville Ballet	Houston Ballet	

1 company lists no Artistic Director:

Ballet Sun Valley⁸

30 companies list no Executive Director:

Alabama Ballet	Brooklyn Ballet	Maine State Ballet
Anaheim Ballet	Carolina Ballet Theatre	MOVEIUS Contemporary Ballet
American Contemporary Ballet	Chamber Dance Project	New York Dance Project
ARC Dance Company	Columbia Classical Ballet	Oakland Ballet Company
Avant Chamber Ballet	Connecticut Ballet	Rochester City Ballet
Ballet des Amériques	Cuban Classical Ballet of Miami	Sierra Nevada Ballet
Ballet Idaho	Diablo Ballet	Syracuse City Ballet
Ballet Tucson	Dimension Dance Theatre of Miami	The Rosin Box Project
Ballet Virginia	Dissonance Dance Theatre	Twin Cities Ballet of Minnesota
Ballethnic Dance Company	Gwinnett Ballet Theatre	Verb Ballet

Please cite Dance Data Project® when utilizing findings in this report.

We invite you to contact the DDP research team with any inquiries or comments at <u>research@dancedataproject.com</u>.

⁷ Louisville Ballet's 2023/2024 season is under the Artistic Direction of Bruce Simpson and Helen Starr, following Robert Curran's departure. Bruce Simpson and Helen Starr are listed as Artistic Advisors. Mikelle Bruzina and Harald Uwe Kern were appointed as Louisville Ballet's new Artistic Directors on September 19, 2023.

⁸ Ballet Sun Valley only lists an executive director on their website.



Largest 50

Dance

- 1. New York City Ballet
- 2. San Francisco Ballet
- 3. American Ballet Theatre
- 4. Alvin Ailey American Dance Theatre
- 5. Houston Ballet
- 6. Boston Ballet
- 7. Pacific Northwest Ballet
- 8. Miami City Ballet
- 9. Joffrey Ballet
- 10. Ballet West
- **11.** Philadelphia Ballet
- 12. Pittsburgh Ballet Theatre
- **13**. The Washington Ballet
- 14. Atlanta Ballet
- 15. Cincinnati Ballet
- 16. Kansas City Ballet
- 17. Ballet Arizona

Next 50

- 51. Mystic Ballet
- **52.** Newport Contemporary Ballet
- 53. Ballet Rhode Island
- 54. Fort Wayne Ballet
- 55. Indianapolis Ballet
- 56. Post:ballet
- 57. Cleveland Ballet
- 58. Ballet San Antonio
- 59. American Midwest Ballet
- 60. Ballet Sun Valley¹⁰
- 61. Diablo Ballet
- 62. Sacramento Ballet
- 63. New Ballet
- 64. State Street Ballet
- 65. Ballet 5:8

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66. Los Angeles Ballet

their leadership is excluded from this report.

67. The Florida Ballet

- 18. Orlando Ballet
- 19. Texas Ballet Theater
- 20. The Sarasota Ballet
- 21. Ballet Austin
- Nashville Ballet
- 23. Colorado Ballet
- 24. Ballet Hispánico
- 25. Milwaukee Ballet
- 26. Tulsa Ballet
- 27. Charlotte Ballet
- 28. Richmond Ballet
- 29. BalletMet
- 30. Dance Theatre of Harlem
- **31.** Oregon Ballet Theatre
- Ballet Memphis
- 33. Carolina Ballet
- 34. Alonzo King LINES Ballet
- 68. Manassas Ballet Theatre
- 69. Ballet Virginia
- 70. Charlottesville Ballet
- 71. New Jersey Ballet Company
- 72. Boulder Ballet
- 73. Ballet Theatre of Maryland
- 74. PHILADANCO!
- 75. Columbia City Ballet
- 76. Brooklyn Ballet
- 77. Saint Louis Ballet
- 78. Eglevsky Ballet
- 79. First State Ballet Theatre
- 80. Ballet Pensacola

10 Ballet Sun Valley is a festival that commissions dancers from companies during the summer.

- 81. Arts Ballet Theatre of Florida
- 82. Canyon Concert Ballet
- 83. Rochester City Ballet
- 84. City Ballet of San Diego

9 Aspen Santa Fe Ballet dissolved their professional company in March 2021. However, they now commission professional dancers and companies in addition to their school operations. Because they are no longer a professional performing company in 2023,

- 18 -

- 35. Oklahoma City Ballet
- 36. Dallas Black Dance Theatre
- 37. Louisville Ballet
- 38. American Repertory Ballet
- 39. Nevada Ballet Theatre
- 40. BalletX
- 41. Smuin Ballet
- 42. LA Dance Project
- 43. Aspen Santa Fe Ballet⁹
- 44. The Alabama Ballet
- 45. Grand Rapids Ballet
- 46. Collage Dance Collective
- 47. Eugene Ballet
- 48. Ballet Idaho
- 49. Ballet Magnificat!
- 50. Wonderbound
- 85. Madison Ballet
- 86. Portland Ballet
- 87. Golden State Ballet
- 88. The Georgia Ballet
- 89. Verb Ballets
- 90. Ballet Des Moines
- 91. The Minnesota Ballet
- 92. Utah Metropolitan Ballet

98. Winston-Salem Festival Ballet

99. New Orleans Ballet Theatre

100. Chamber Dance Project

- 93. Central West Ballet
- 94. Chattanooga Ballet
- 95. James Sewell Ballet
- 96. Maine State Ballet
 97. Ballet Fantastique



Additional 50

101.San Diego Ballet 102.Les Ballets Trockadero de Monte Carlo 103. Syracuse City Ballet 104.NWA Ballet Theatre **105**. Ballethnic Dance Company 106. The Tallahassee Ballet 107. Anaheim Ballet 108. Dimensions Dance Theater of Miami 109. New York Dance Project 110.BalletCollective 111.Ballet Arkansas **112.**Lexington Ballet Company 113.New York Theatre Ballet **114.**Peninsula Ballet Theatre 115.Connecticut Ballet 116. Cuban Classical Ballet of Miami

117. Texture Contemporary Ballet **118**.Oakland Ballet Company **119.** Moveius Contemporary Ballet 120. Ballet Quad Cities 121.ARC Dance Company 122. The Charleston Ballet **123**.Ballet Theatre Company 124. Marigny Opera Ballet 125. Avant Chamber Ballet 126. Ballet Vero Beach 127.Roxey Ballet 128. Ballet des Amériques 129. Kentucky Ballet Theatre 130.Ballet Tucson 131. American Contemporary Ballet 132. Ballet Frontier 133. Dissonance Dance Theatre

134. Mareck Dance 135. Ajkun Ballet Theatre 136. Columbia City Ballet 137. Greensboro Ballet 138. Twin Cities Ballet **139.**Gwinnett Ballet Theatre 140. Sierra Nevada Ballet 141. Terpsicorps Theatre of Dance 142. Delta Festival Ballet 143. Paradosi Ballet Company 144. The Rosin Box Project 145. New Mexico Ballet Company 146. Atlantic City Ballet 147. Armitage Gone! Dance 148. Carolina Ballet Theatre 149.Ballet Palm Beach 150. Menlowe Ballet