



Executive & Artistic Leadership Report

FEBRUARY 2019

Report Summary

The following is a report on the distribution and annual salary by gender for executive and artistic leaders, utilizing information available for the fifty largest ballet companies in the United States. Gender inequities have been discussed previously in the ballet world in an anecdotal manner. This report provides data and numbers from what DDP deems to be the *Top 50* ballet companies in the United States.

In summary, our research found women underrepresented in positions of leadership—particularly as Artistic Directors. Women were better represented in the roles of Executive Directors although still far below men. The small number of women able to break through into leadership roles usually face large pay gaps. For example, this report reveals that in 2016, women earned 62 cents for every dollar men earned as Artistic Director. In 2017, women earned 68 cents for every dollar men earned as Artistic Director. The pay gaps were not as wide for Executive Directors although women still earned less than their male counterparts. In 2017, only three of the top 10 salaries for Executive Directors were earned by women. That same year only one of the top 10 salaries for Artistic Directors was earned by a woman. On average, women earned 75 cents for every dollar men earned in leadership positions.

Introduction

The following study contains two sections. Section I consists of the *Leadership Salary Report*. Section II consists of the *Gender Distribution Report*.

The Leadership Salary Report breaks down the salary distribution between male and females in artistic and executive leadership of top domestic ballet companies with the largest expenditures.

The *Top 50*, as we named them in early 2018, are the companies that domestically operate with the greatest expenditures, according to publicly-released Forms 990.

The research study provides notes, limitations, and restrictions of each section. DDP obtains all findings via public records. Specific sources are listed in Section III: Sources.

DDP records salaries in US Dollars (USD) and rounds all percentages up to the nearest whole number.

Top 50 Domestic Companies

DDP refers to the fifty domestic companies operating with the greatest expenditures (as of data obtained in October 2018) as the *Top 50*. These companies represent a diverse pool of repertoires and leadership, operating on both regional and international scales. DDP typically orders them from largest to smallest expenditure:

New York City Ballet	Richmond Ballet
San Francisco Ballet	Oregon Ballet Theatre
American Ballet Theatre	Milwaukee Ballet
Alvin Ailey American Dance Theater	Carolina Ballet
Houston Ballet	BalletMet Columbus
Boston Ballet	Orlando Ballet
Pacific Northwest Ballet	Nashville Ballet
Joffrey Ballet	Ballet Hispanico of New York
Miami City Ballet	Dance Theater of Harlem
Pennsylvania Ballet	Alonzo King LINES Ballet
Ballet West	Aspen Santa Fe Ballet
Kansas City Ballet	Nevada Ballet Theatre
Atlanta Ballet	Ballet Memphis
Pittsburgh Ballet Theatre	Smuin Ballet
Washington Ballet	American Repertory Ballet
Cincinnati Ballet	Los Angeles Ballet
Dayton Ballet	Louisville Ballet
Hubbard Street Dance Chicago	Oklahoma City Ballet
Ballet Arizona	Grand Rapids Ballet
Texas Ballet Theater	Sacramento Ballet
Colorado Ballet	Jose Mateo Ballet Theatre
Sarasota Ballet of Florida	Eugene Ballet Company
Ballet Austin	California Ballet
Charlotte Ballet	Alabama Ballet
Tulsa Ballet	LA Dance Project

Section I: Leadership Compensation Report

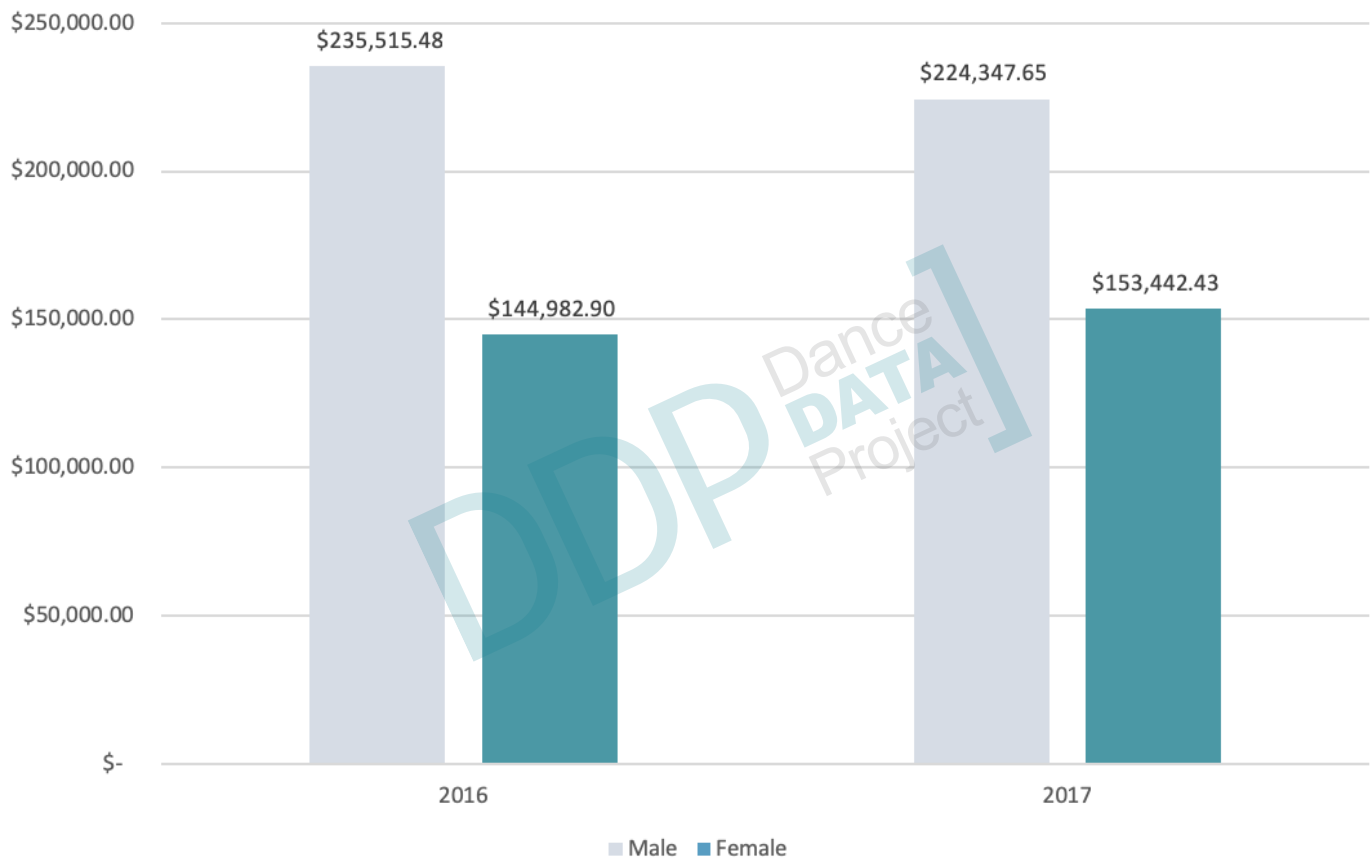
Section I divides findings into two categories: year (2016 and 2017) and leadership position (Artistic Director and Executive Director/General Manager).

Artistic Directors

In 2016, women earned 62 cents for every dollar men earned as Artistic Director.

In 2017, women earned 68 cents for every dollar men earned as Artistic Director.

Average Compensation of Artistic Directors
from 2016 to 2017



In 2016, only one woman Artistic Director received a top 10 salary. Women earned half of the ten lowest Artistic Director salaries.

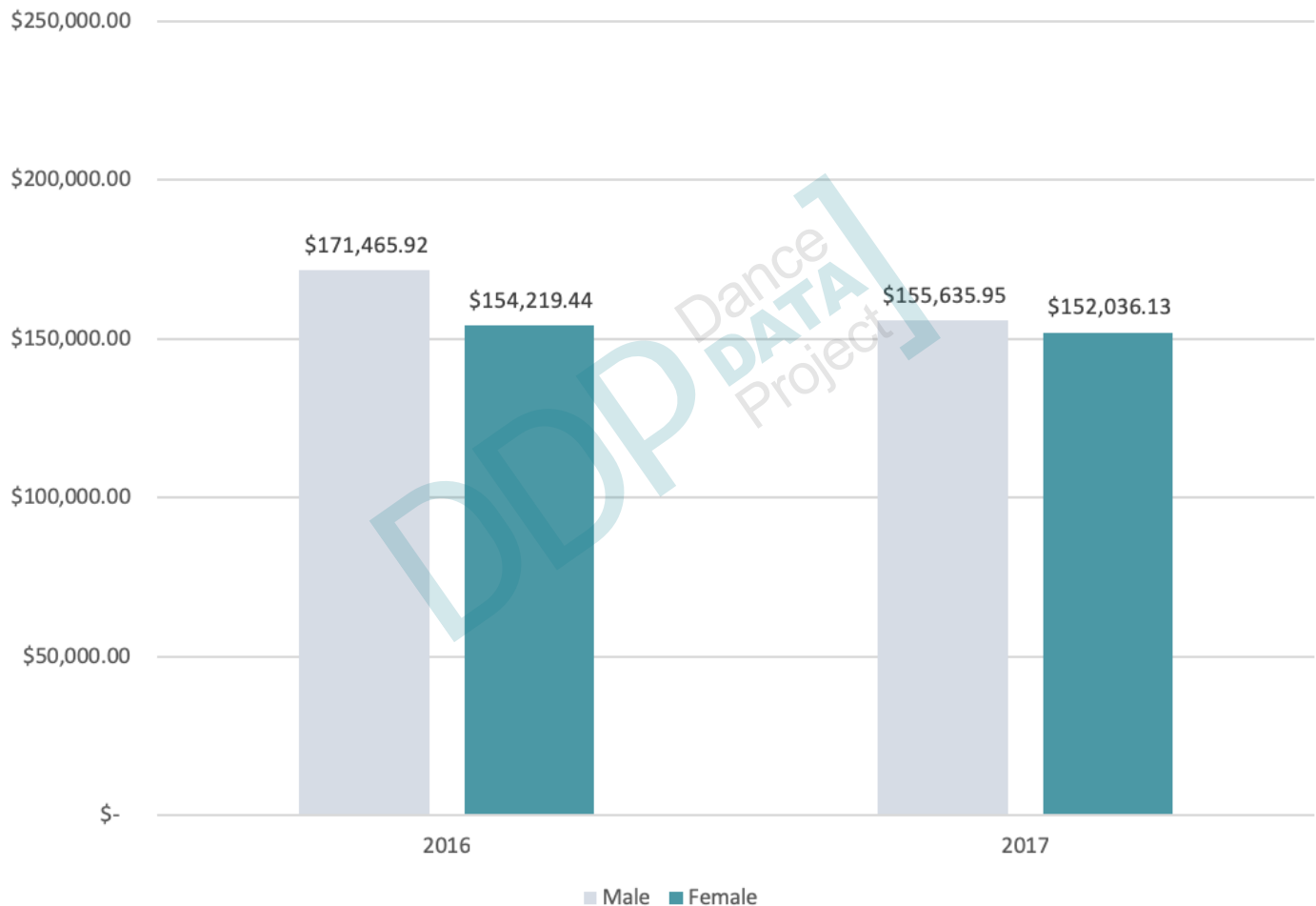
In 2017, again only one woman Artistic Director received a top 10 salary. Women earned 40% of the ten lowest Artistic Director salaries.

Executive Directors

In 2016, women earned 90 cents for every dollar men earned as Executive Director/General Manager.

In 2017, women earned 98 cents for every dollar men earned as Executive Director/General Manager.

Average Compensation of Executive Directors
from 2016 to 2017



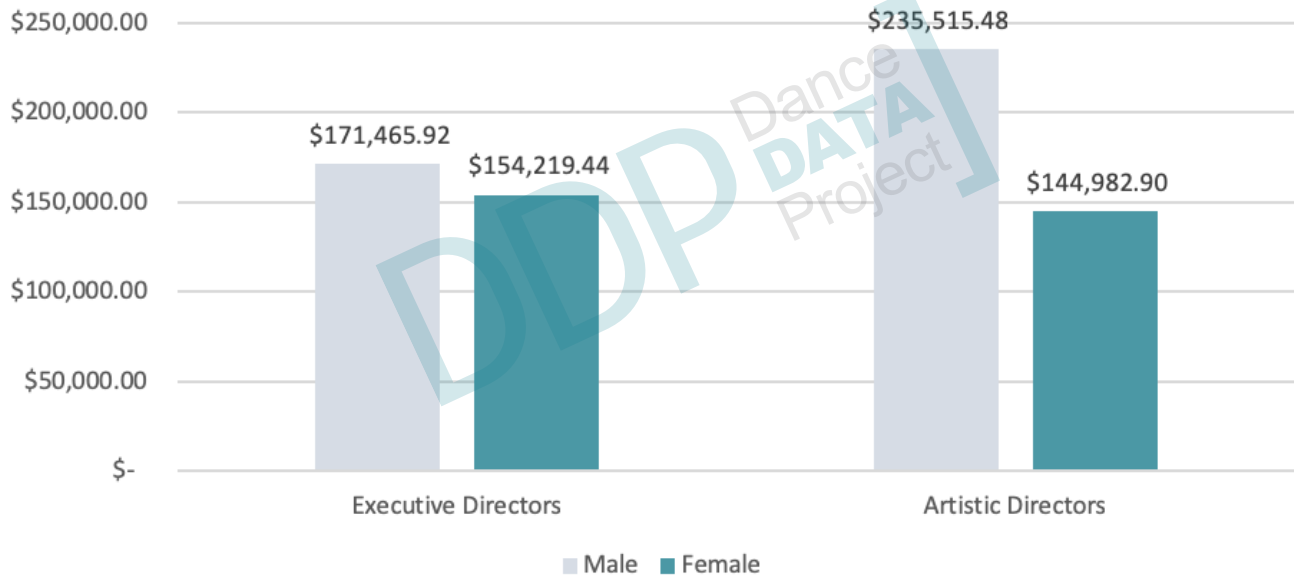
In 2016, women earned 4 of the top 10 salaries for Executive Directors while 6 out of 10 of the lowest Executive Director salaries were women.

In 2017, only 3 of the top 10 salaries for Executive Directors were earned by women while women earned half of the ten lowest Executive Director salaries.

2016 Leadership

The following figures display side-by-side the differences in pay disparity of both positions in a single year, 2016.

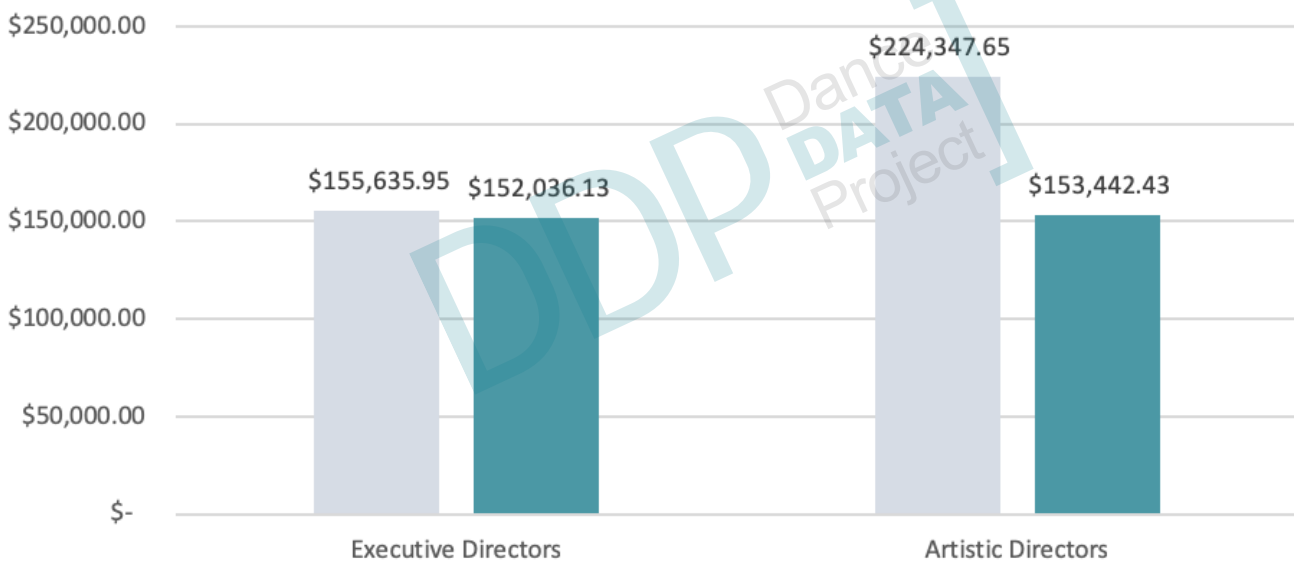
Average Compensation of Executive and Artistic Leadership in 2016



2017 Leadership

The following figures display side-by-side the differences in pay disparity of both positions in a single year, 2017.

Average Compensation of Executive and Artistic Leadership in 2017



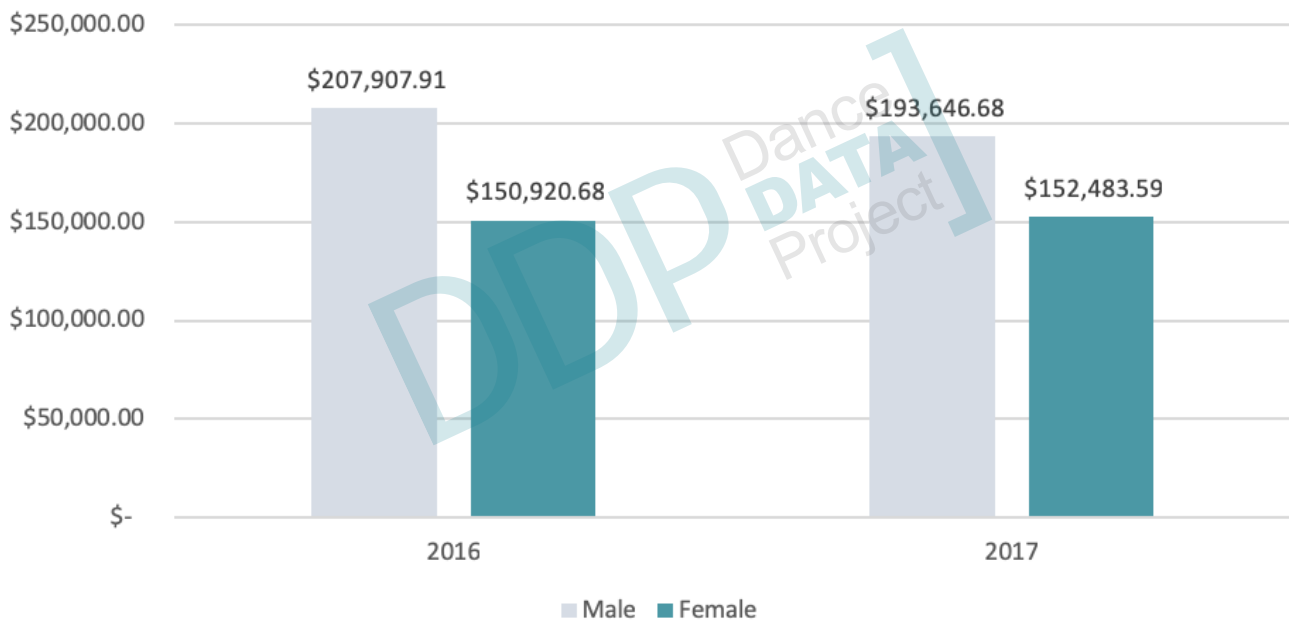
Aggregate Findings

In 2016, women earned 73 cents for every dollar men earned in the combined Executive/Artistic Director positions.

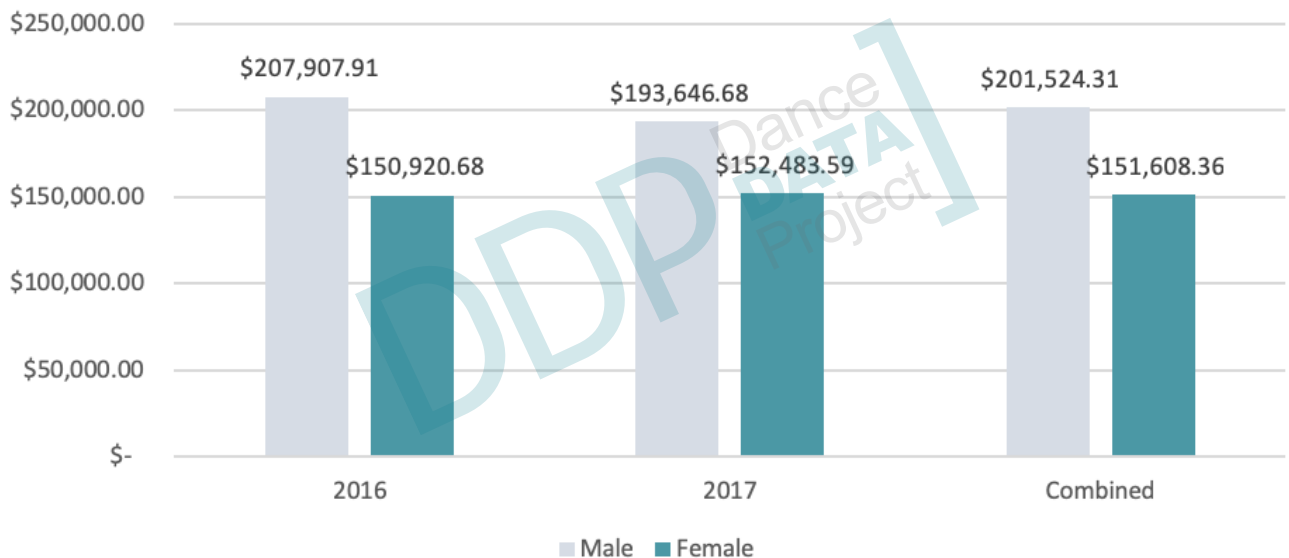
In 2017, women earned 79 cents for every dollar men earned in the combined Executive/Artistic Director positions.

On average, women earned 75 cents for every dollar men earned in the combined Executive/Artistic Director positions.

Average Leadership Compensation from 2016 to 2017

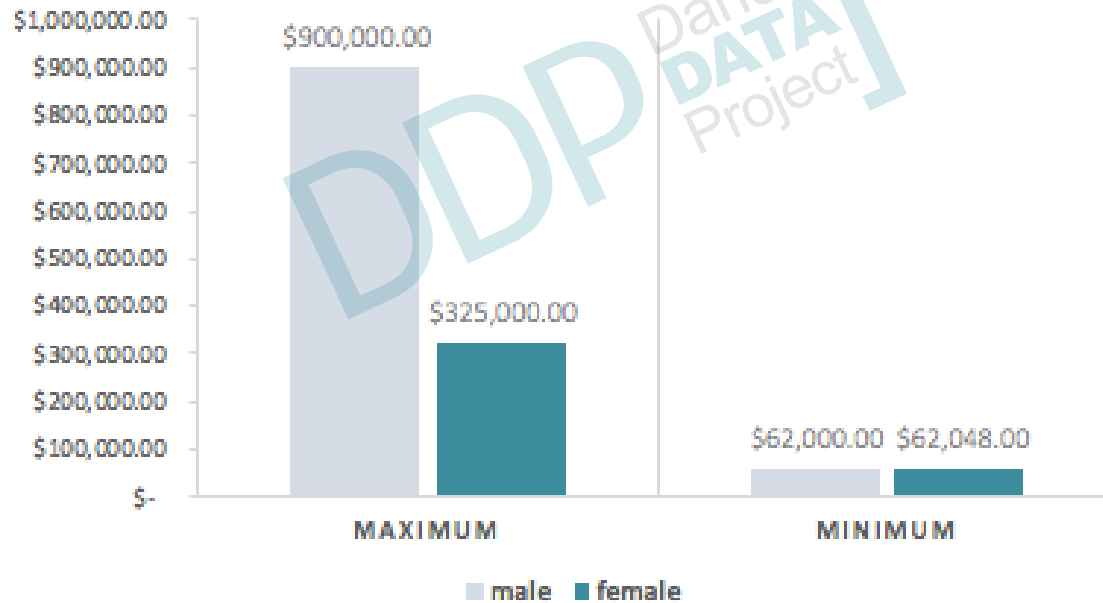


Average Leadership Compensation for 2016, 2017, and Both Years Combined

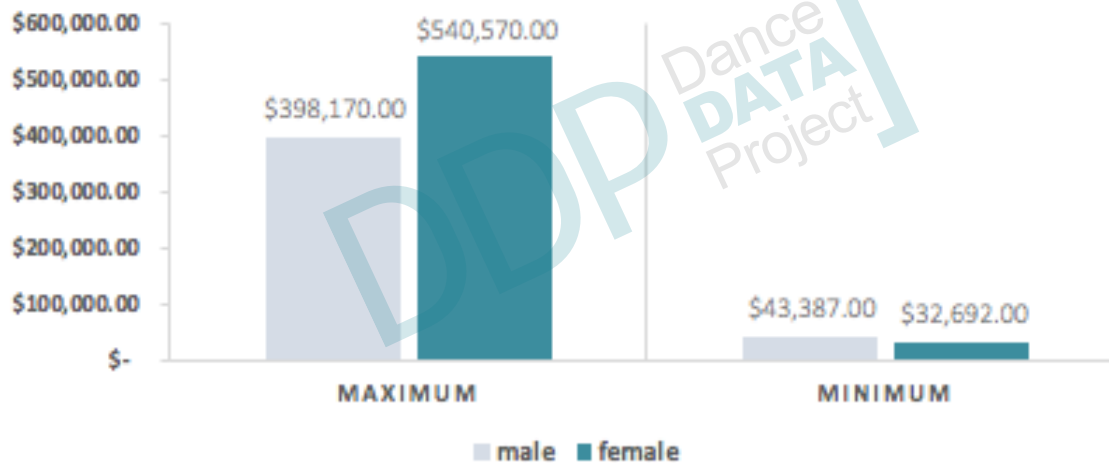


Aggregate Findings Continued

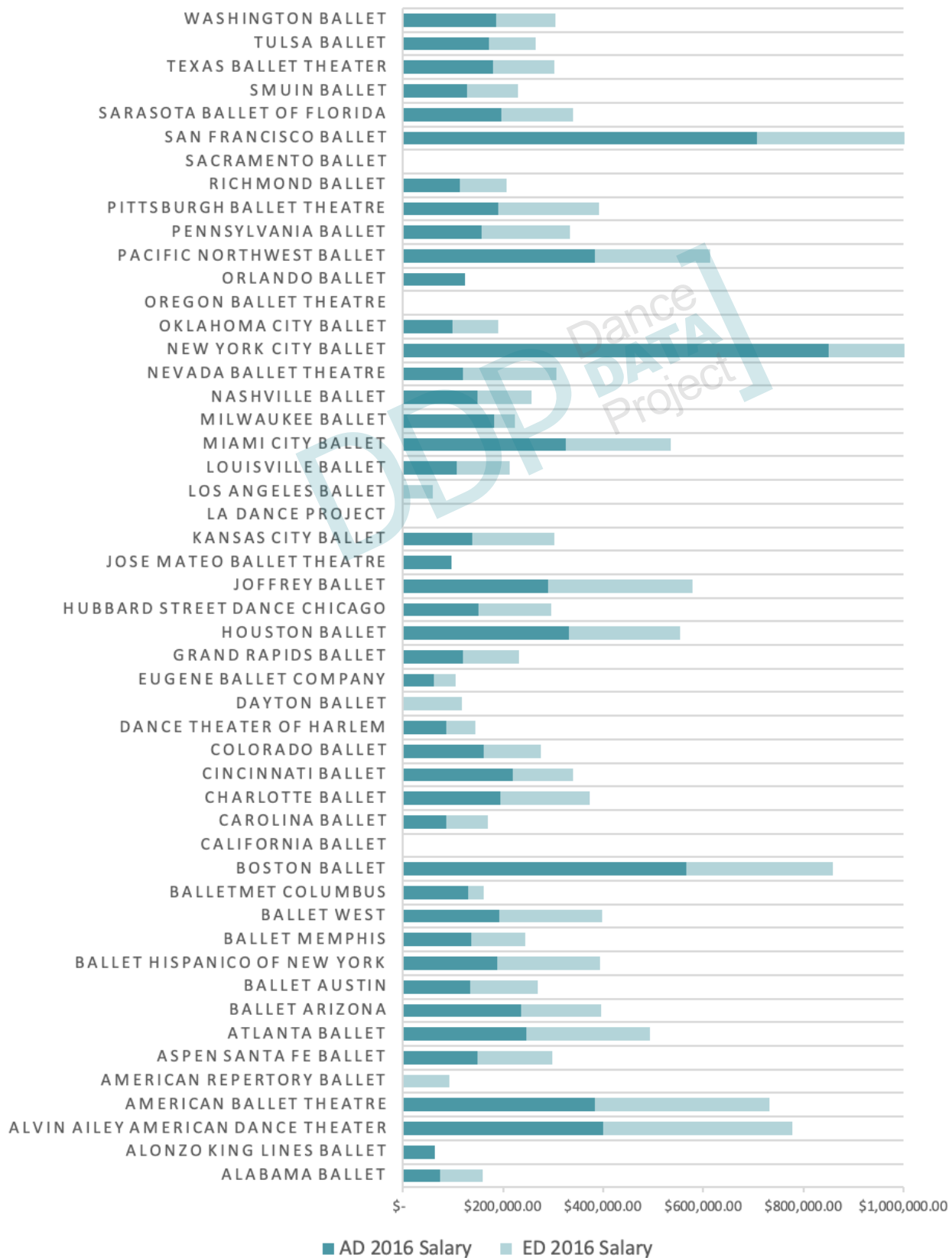
**MINIMUM & MAXIMUM ARTISTIC
DIRECTOR SALARIES BY GENDER
(2016/2017)**



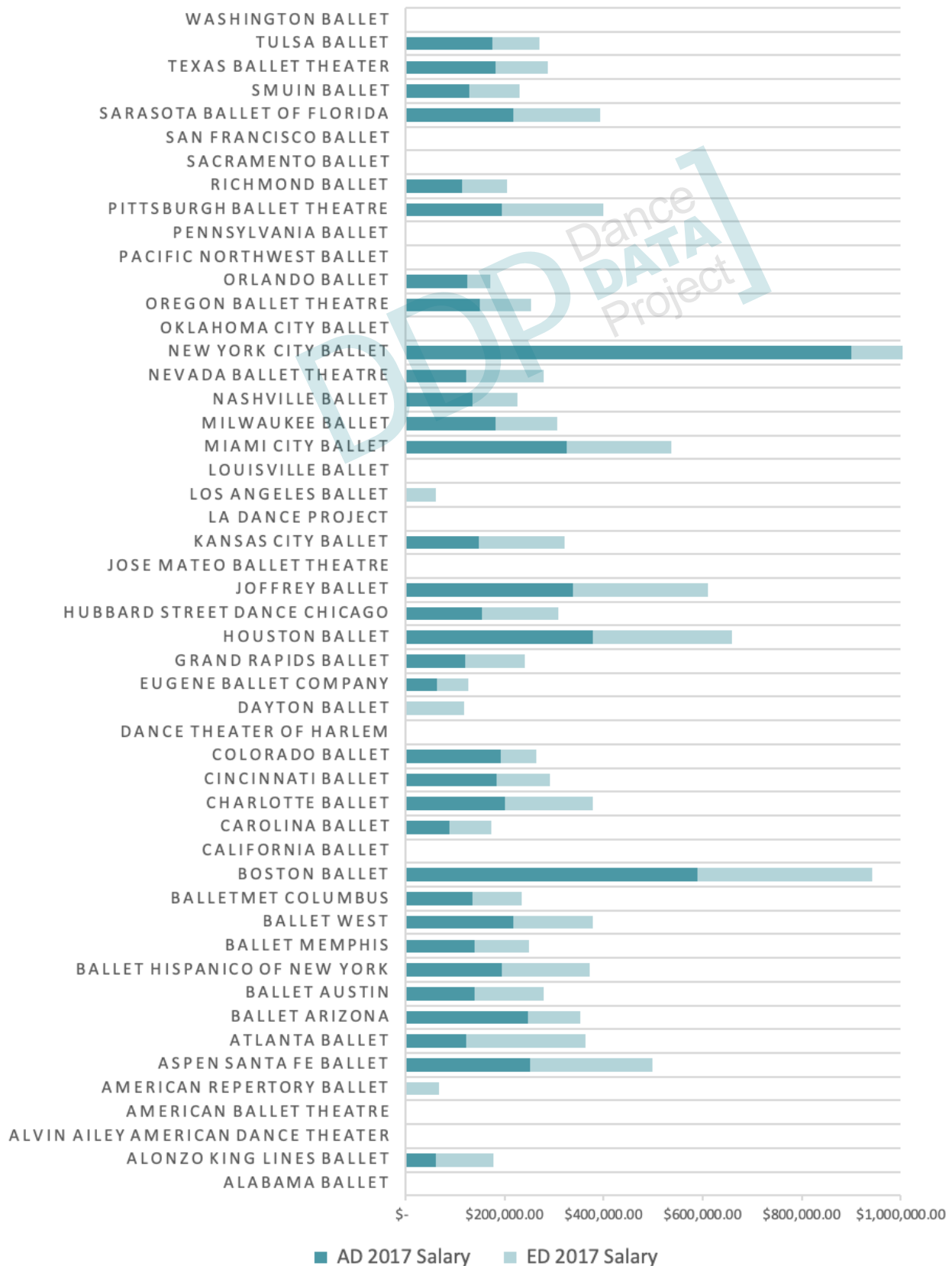
**MINIMUM & MAXIMUM EXECUTIVE
DIRECTOR SALARIES BY GENDER
(2016/2017)**



LEADERSHIP COMPENSATION BY COMPANY 2016



LEADERSHIP COMPENSATION BY COMPANY 2017



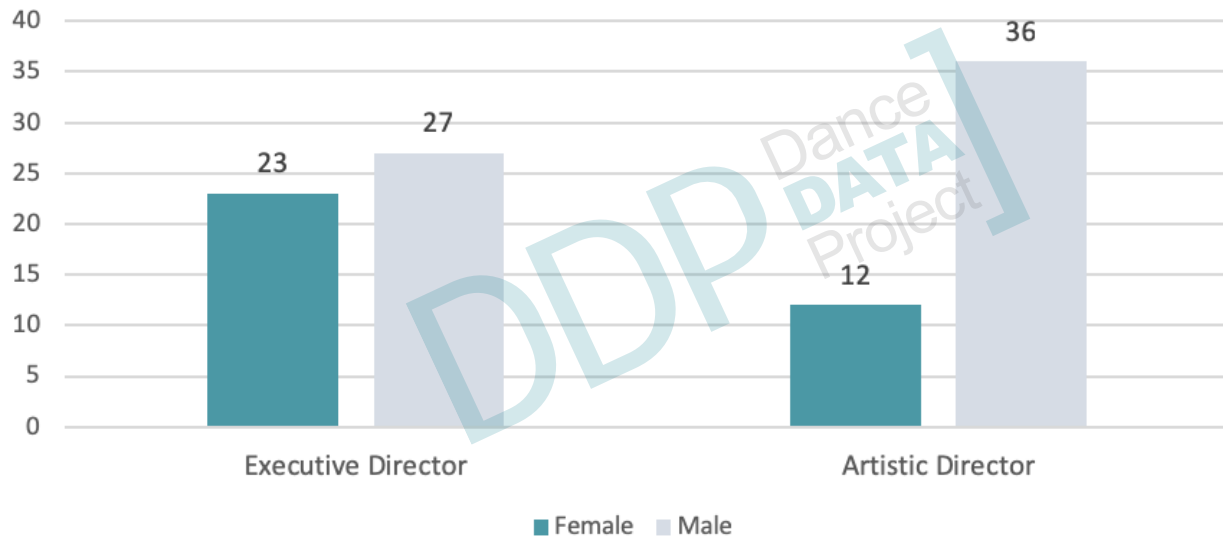
Section II: Gender Distribution Report

Section II divides findings into categories of year (2015, 2016, 2017, and 2018) and leadership position (Artistic Director and Executive Director/General Manager).

Please note that counts do not always total to 50 companies, as certain companies were excluded due to varying circumstances detailed in the Data Restrictions section found at the end of this report.

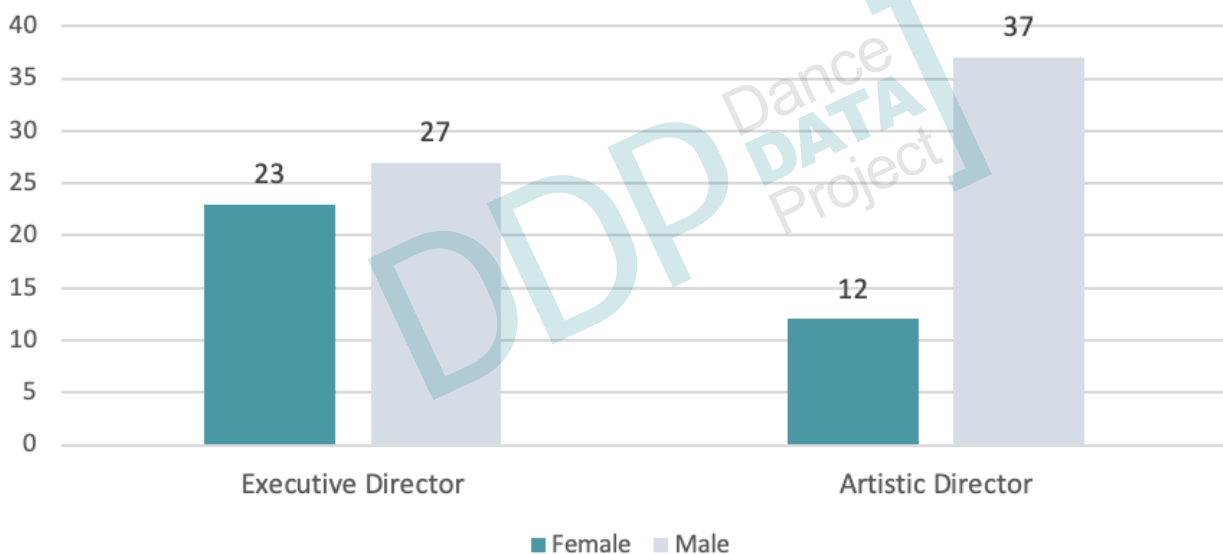
2018 Roster

Counts of Leadership in 2018 by Gender and Position

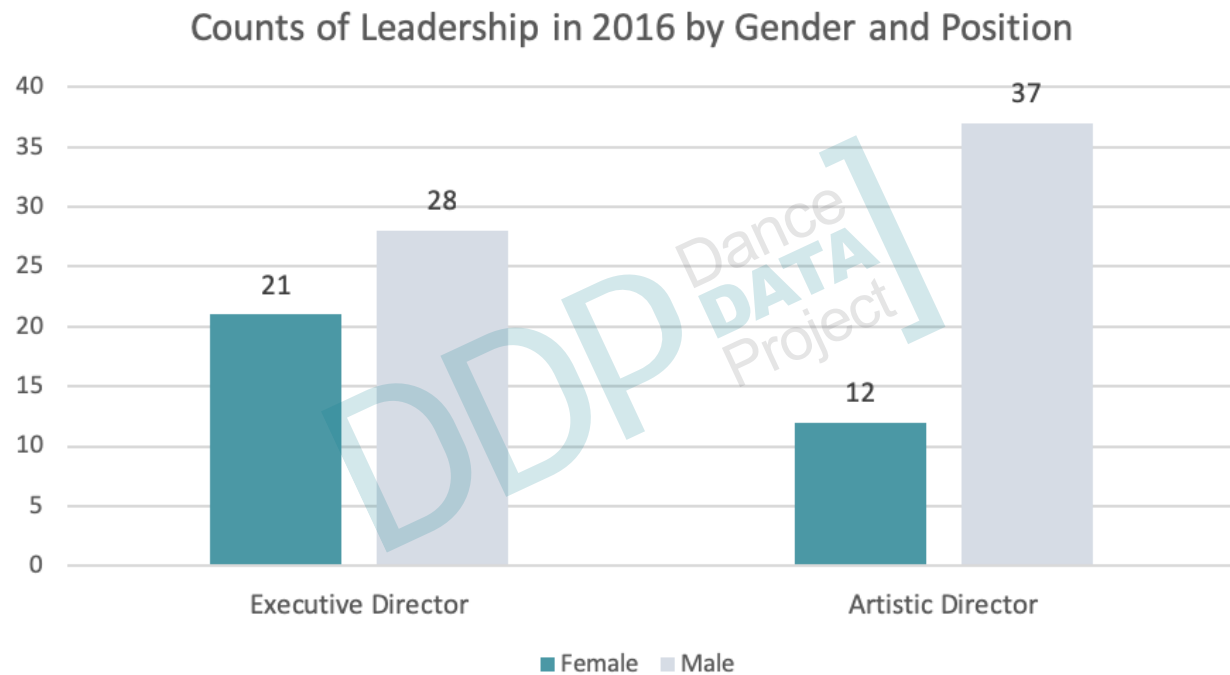


2017 Roster

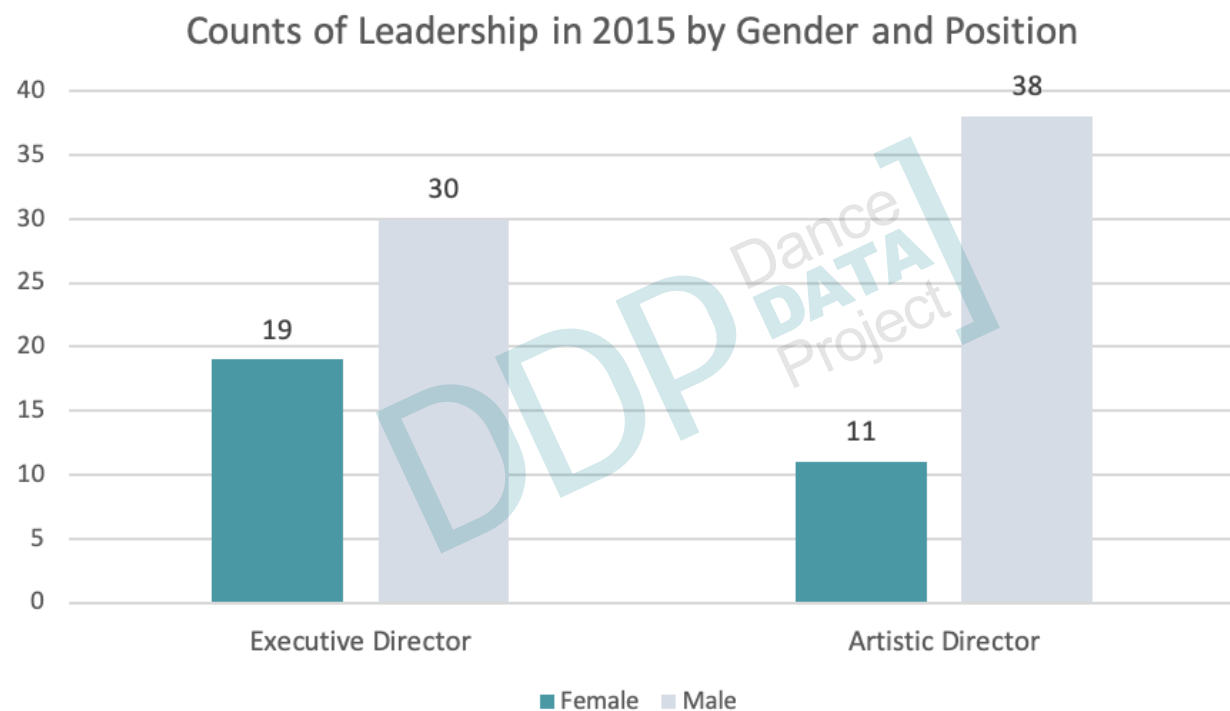
Counts of Leadership in 2017 by Gender and Position



2016 Roster

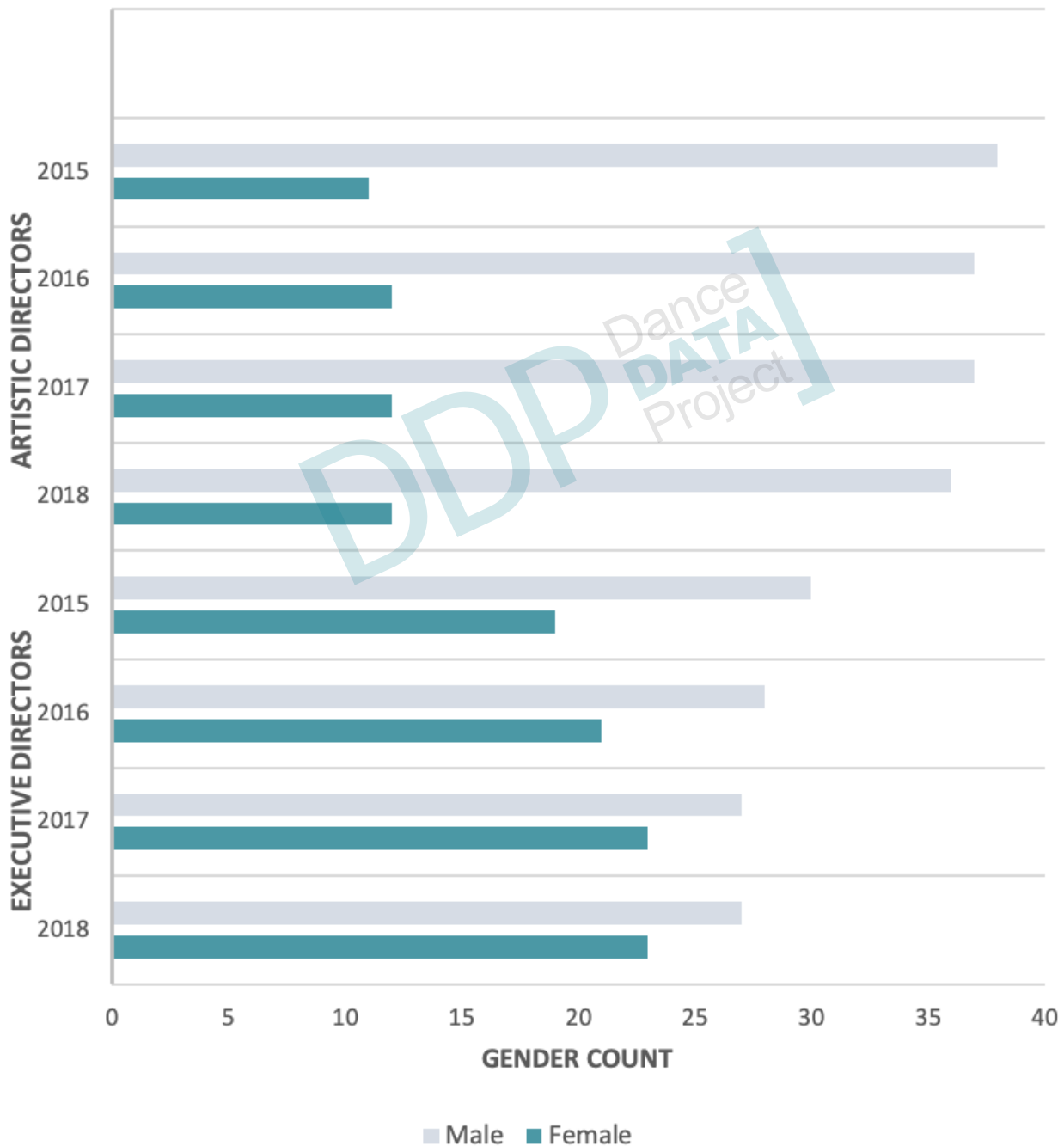


2015 Roster



Aggregate Findings

GENDER DISTRIBUTION 2015-2018



DDP will share leadership rosters for a given year upon request.

Section III: Sources

Leadership Salary Report

The research team obtained Forms 990 from GuideStar, a privately-operated website that provides profiles for 1.8 million IRS-recognized tax-exempt organizations. More information about GuideStar is available on the website, www.guidestar.com.

Company Forms 990 include leadership salaries in Part VII: Section A, *Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees*. DDP obtains names and salaries of Artistic Directors and Executive Directors/COOs/General Managers from these forms. We determine gender through research of company websites and online articles.

Gender Distribution Report

The research team obtained company leadership rosters primarily through GuideStar. Although it is our preferred method as a research team to maintain a single-source of information (as was our method when obtaining fiscal data), the lack of updated company GuideStar/IRS profiles for more recent fiscal years of 2018 and 2019 led us to determine current rosters of executive and artistic leadership from company websites and press releases.

Data Restrictions & Company Notes – Leadership Salary Report

General Restrictions

DDP reached out to the Top 50 companies in October 2018 to participate in the DDP Self Report Form. Although expenditures (and budgets) change yearly, we have left our Top 50 roster unaltered since sending out requests to these companies in October 2018. Some companies do not consistently share their IRS profiles with GuideStar, making it difficult to obtain up-to-date expenditures and salaries for the fiscal years 2018 and 2019. The DDP Self Report Form ([more information on our website](#)) permits our team to generate more accurate statistical findings collected directly from the companies themselves.

Companies without Forms 990 available on GuideStar for a given year, companies with Forms 990 but no salaries listed for a given leader, and companies with multiple Artistic and/or Executive Directors are not included in the salary distribution so as to avoid confounding data sets and potentially misleading statistics (see next section).

The limitations associated with the sample size in this report highlight the importance of fiscal transparency and the value of domestic company responses to the DDP Self Report Form.

The term “fiscal year” does not always signify the same 12-month period, as companies may not operate using the same fiscal years. It is up to each organization to determine its fiscal year. While many companies operate based on fiscal years beginning in July 2018 and ending in June 2019, others may not. Similarly, seasons for each of the *Top 50* companies are not the same. Most companies have a regular season in the form of a fall and spring season, beginning in August/September and ending in March/April. Some companies, particularly the larger and internationally-renowned companies, operate outside of the regular season without a prolonged “layoff” in the summer months.

Fiscal years and seasons do not necessarily coincide. With this in mind, DDP tracks rosters and salaries for fiscal years rather than for seasons, as the fiscal years correspond to GuideStar profiles. If an Artistic or Executive Director was transitioned into a position in the middle of a fiscal year, we make note of this and select the most recent or only listed name from GuideStar/company websites. The discrepancy between fiscal years and regular seasons, along with other operations from company-to-company is a limitation to data comparison and another inconsistency that highlights the importance of obtaining information through the DDP Self Report Form.

Restrictions of Fiscal Year 2016

General Restrictions

- I. GuideStar did *not* obtain a Form-990 from LA Dance Project in 2016; DDP did *not* include its fiscal data in any category for 2016 statistics.
- II. **GuideStar *did* obtain Forms 990 from the following companies; however, these companies did *not* list salaries in the categories of Artistic and Executive Director: Oregon Ballet Theatre, Sacramento Ballet, California Ballet**

Artistic Directors

- I. Dayton Ballet and American Repertory Ballet did *not* have salaries listed; DDP did *not* include their fiscal data in the Artistic Director category for 2016 statistics.
- II. Los Angeles Ballet had two Artistic Directors of differing gender; DDP did *not* include this data in its summary statistics so as to avoid confounding results arising from reporting more than one Artistic Director for a single company.
- III. **DDP excluded the following companies from findings in the Artistic Director category for the fiscal year 2016:**
 - American Repertory Ballet
 - California Ballet
 - Dayton Ballet
 - LA Dance Project
 - Los Angeles Ballet
 - Oregon Ballet Theatre
 - Sacramento Ballet

Executive Directors

- I. Orlando Ballet and Jose Mateo Ballet Theatre did *not* list Executive Director salary; DDP did *not* include their fiscal data in the Executive Director category for 2016 statistics.
- II. Alonzo King LINES Ballet had two individuals of differing gender in the role of Executive Director concurrently; DDP did *not* include this data in its summary statistics so as to avoid confounding results arising from reporting more than one director for a single company.
- III. **DDP excluded the following companies from findings in the Executive Director category for the fiscal year 2016:**
 - Alonzo King LINES Ballet
 - California Ballet
 - Jose Mateo Ballet Theatre
 - A Dance Project
 - Oregon Ballet Theatre
 - Orlando Ballet
 - Sacramento Ballet

Restrictions of Fiscal Year 2017

General Restrictions

- I. **GuideStar did *not* obtain a Form-990 from the following companies in 2017; DDP did *not* include their fiscal data in any category for 2017 statistics:**
 - Alabama Ballet
 - Alvin Ailey American Dance Theater
 - American Ballet Theatre
 - Dance Theater of Harlem
 - Jose Mateo Ballet Theatre
 - LA Dance Project
 - Pacific Northwest Ballet
 - Pennsylvania Ballet
 - San Francisco Ballet
 - Washington Ballet
- II. GuideStar *did* obtain Forms 990 from the following companies; however, these companies did not list salaries in the categories of Artistic and Executive Director: Louisville Ballet, Oklahoma City Ballet, Sacramento Ballet, and California Ballet.

Artistic Directors

- I. Dayton Ballet and American Repertory Ballet did *not* have salaries listed; DDP did *not* include their fiscal data in the Artistic Director category for 2017 statistics.

- II. Los Angeles Ballet had two individuals of differing gender in the role of Artistic Director concurrently; DDP did *not* include this data in its summary statistics so as to avoid confounding results arising from reporting more than one director for a single company.
- III. **DDP excluded the following companies from salary findings in the Artistic Director category for the fiscal year 2017:**
 - Alabama Ballet
 - Alvin Ailey American Dance Theater
 - American Ballet Theatre
 - American Repertory Ballet
 - California Ballet
 - Dance Theater of Harlem
 - Dayton Ballet
 - Jose Mateo Ballet Theatre
 - LA Dance Project
 - Los Angeles Ballet
 - Louisville Ballet
 - Oklahoma City Ballet
 - Pacific Northwest Ballet
 - Pennsylvania Ballet
 - Sacramento Ballet
 - San Francisco Ballet
 - Washington Ballet

Executive Directors

- I. Ballet Arizona's Executive Director changed during the 2017 fiscal year, according to its Form-990. Samantha Turner assumed the position from David Tompkins. Tompkins, who earned more, was compensated \$108,185 during the fiscal year. DDP included this most recent salary in our findings, though we note this change mid-fiscal year as a possible restriction to the data.
- II. **The following companies were excluded from salary findings in the Executive Director category for the fiscal year 2017:**
 - Alabama Ballet
 - Alvin Ailey American Dance Theater
 - American Ballet Theatre
 - California Ballet
 - Dance Theater of Harlem
 - Jose Mateo Ballet Theatre
 - LA Dance Project
 - Louisville Ballet
 - Oklahoma City Ballet
 - Pacific Northwest Ballet

- **Pennsylvania Ballet**
- **Sacramento Ballet**
- **San Francisco Ballet**
- **Washington Ballet**

DDP obtained data for 18 women and 25 men in the Executive Director/General Manager position in 2016. In 2017, DDP obtained data for 15 women and 21 men in the position. The public availability of data for these leaders is apparently decreasing. This may become problematic should DDP seek to analyze these positions by way of Forms 990 reported through GuideStar in the coming years.

Rather than deem this information inconclusive due to a limited pool of companies, our team feels that any limitations that may arise due to sample size highlight the importance of fiscal transparency and the value of full future participation in our Self Report Form.

The ballet community can glean important insight from the fluctuating nature of female to male counts in leadership positions. Trends in compensation over time will reveal where inequity lies, if it does indeed exist, in company leadership.

Data Restrictions & Company Notes – Gender Distribution Report

General Restrictions

Companies use various titles for their administrative leads, such as Executive Director (the most common title), *General Manager*, and sometimes *Chief Operating Officer*. DDP will provide a list of company variations upon request.

DDP included interim directors in findings. DDP will provide the names of companies with interim directors upon request.

Sometimes positions change mid-fiscal year. DDP will provide the list of mid-year replacements upon request. The gender distribution was based on names listed on the Form-990 or with the most evidence of activity (via articles, press releases, or other sources) during the fiscal year. DDP included individuals who occupied positions for half of a fiscal year, rather than leave companies with changing leaders out of the metrics. Proportions were used in lieu of percentages due to some vacancies and two-person positions (see below).

Please note that counts do not always total to 50 companies, as certain companies were excluded due to the following varying circumstances:

2018

New York City Ballet had a vacancy in its position of Artistic Director (which has continued through February 2019); DDP did not include its gender data to avoid confounding results arising from having no entry in the field for Artistic Director gender for the company.

Los Angeles Ballet had two Artistic Directors of differing gender; DDP did not include its gender data to avoid confounding results arising from more than one Artistic Director gender being listed for a single company.

2017

Los Angeles Ballet employed two Artistic Directors of differing gender concurrently; DDP did not include its gender data to avoid confounding results arising from more than one Artistic Director gender being listed for a single company.

2016

LA Dance Project did not list an Executive Director in 2016; DDP did not include its gender data to avoid confounding results arising from having no entry in the field for Executive Director for the company.

Los Angeles Ballet employed two Artistic Directors of differing gender; DDP did not include its gender data to avoid confounding results arising from more than one Artistic Director gender being listed for a single company.

2015

LA Dance Project did not list an Executive Director in 2015; DDP did not include its gender data to avoid confounding results arising from having no entry in the field for Executive Director for the company.

Los Angeles Ballet employed two Artistic Directors of differing gender; DDP did not include its gender data to avoid confounding results arising from more than one Artistic Director gender being listed for a single company.

The DDP team is willing to discuss any further questions pertaining to the limitations and restrictions to findings. To request a discussion, please visit our Contact Us page on dancedataproject.com/contact-us.