



Artistic and Executive Leadership Report

JULY 2022

Report Summary

Dance Data Project®'s (DDP) fourth annual Artistic and Executive Leadership Report is the most comprehensive study to date. For the 2022 Report, the DDP research team produced two parts. The first, [Largest 150 U.S. Ballet & Classically Based Companies & Financial Scope of the Industry](#), was published in June 2022 and listed the Largest 50 U.S. ballet companies, ordered by budget, as well as the Next 50 and an Additional 50 for a total of 188 companies surveyed to rank 150. The Largest 150 U.S. Ballet & Classically Based Companies & Financial Scope of the Industry also detailed the combined expenses of the Largest 50, Next 50, and Additional 50 and revealed that aggregate expenditures for the Largest 50 companies dropped by almost 12% from the previous year, totaling \$586,724,176. The aggregate expenditures for the Next 50 totaled \$44,519,966, almost 8% of the Largest 50 in FY 2020.

The 2022 Artistic and Executive Leadership Report is divided into two sections.

- The first examines the gender distribution of leadership positions at the Largest 50, Next 50, and Additional 50 U.S. ballet companies and compares the number of men and women in the roles. **Section I: Gender Distribution of Leadership** is the most recent data available and reflects **current leadership**, recorded as of July 2022.
- The second section analyzes Artistic and Executive leadership compensation. It goes further by providing year-by-year comparisons and further insight into the highest compensated employees at the ballet companies with the largest operating budgets. **Section II: Artistic and Executive Director Compensation** is the most recent data available and reflects **leadership in fiscal year 2020**. In order for DDP to accurately report on more recent fiscal data, all ballet companies would have to self-report, as the fiscal data is not immediately available through IRS databases.

DDP believes it is important to gather momentum in surveying and comprehending the entire landscape of ballet in the United States. The 2022 Artistic and Executive Director Report will be the second of DDP's reports to unpack the impact of COVID-19 on the dance sector. This Report focuses both longitudinally, surveying the gender distribution of Artistic & Executive Directors for the current year, 2022, as well as past years, and then examining compensation for the most recently generally available FY2020.

During the pandemic, there was a sense of turmoil in the performing arts industry and most particularly in the dance world, the hardest hit of all performing art forms. As of November 2020, Dance/NYC's research indicated that 47% of independent dancer workers were unemployed. According to the Bureau of Labor Statistics as reported by Dance/USA, dancer/choreographer unemployment overall in the industry rose to 45.6% for the period 2019-2020. As documented by Dance/USA, 75% of independent dance workers filed for unemployment and 44% of independent dance workers applied for relief grants from various sources during the pandemic.

It should be noted that COVID mandates at a state, local and municipal level varied widely during 2020. Therefore, while some companies were almost completely shut down, or virtual, others were able to achieve some form of "normality." Combined with widely varying onset of fiscal year 2020 as noted in Appendix D (from April 1, 2019 through January 1, 2020), the economic impact of the pandemic had a disparate and uneven effect on the industry, which should be considered when drawing conclusions from this Report.

Key Findings include:

From Section I: Gender Distribution of Leadership

- In the **Largest 50**, there are far more men than women occupying the position of Artistic Director, while the position of Executive Director is much more equitably distributed. In the **Largest 50**, as of July 2022, there are:
 - 15 Female (30%) and 35 Male (70%) Artistic Directors
 - 25 Female (51%) and 24 Male (49%) Executive Directors
- In the **Next 50**, as of July 2022, there are:
 - 21 Female (39%), 32 Male (59%), and 1 Gender Expansive (2%) Artistic Directors
 - 11 Female (44%) and 14 Male (56%) Executive Directors
- In the **Additional 50**, as of July 2022, there are:
 - 28 Female (57%), 21 Male (43%) Artistic Directors
 - 13 Female (68%) and 6 Male (31%) Executive Directors
- In the **Largest 50**, there have been more than **twice as many men as women** in the role of Artistic Director for the past five years.

From Section II: Artistic and Executive Director Compensation

- In the **Largest 50** U.S. ballet companies in FY 2020, **women earned 63 cents for every dollar earned by men as Artistic Director**. For comparison, in FY 2019 women earned 73 cents for every dollar earned by men as Artistic Director
- In the **Largest 50** U.S. ballet companies in FY 2020, **women earned 92 cents for every dollar earned by men as Executive Director**. For comparison, in FY 2019 women earned 85 cents for every dollar earned by men as Executive Director.

We extend our thanks to the following 58 companies who responded to the data verification request and/or participated in the Self Report Survey:

Ajkun Ballet Theatre*	Charlottesville Ballet	New York City Ballet
Alonzo King LINES Ballet	Cincinnati Ballet	North Atlantic Ballet*
Anaheim Ballet	Cleveland Ballet	Orlando Ballet
Arts Ballet Theatre of Florida	Collage Dance Collective	Philadelphia Ballet
Avant Chamber Ballet*	Dallas Black Dance Theatre*	Pittsburgh Ballet Theatre
Ballet Arizona	Dayton Ballet* ¹	Portland Ballet*
Ballet Arkansas	Deos Contemporary Ballet*	Richmond Ballet
Ballet Austin	Diablo Ballet	San Francisco Ballet
Ballet Fantastique	Eugene Ballet*	Smuin Ballet*
Ballet Hispánico	Greensboro Ballet*	State Street Ballet
Ballet Theatre of Maryland*	Houston Ballet	Syracuse City Ballet
Ballet Vero Beach	Indianapolis Ballet	Tampa City Ballet
BalletCollective*	James Sewell Ballet	Texas Ballet Theater
BalletX	Kansas City Ballet	The Charleston Ballet
Boston Ballet	Louisville Ballet	The Sarasota Ballet
Boulder Ballet	Madison Ballet	Utah Metropolitan Ballet
Brooklyn Ballet*	MorDance	Verb Ballets
Canyon Concert Ballet	Nashville Ballet*	Wonderbound
Chamber Dance Project*	New Chamber Ballet	
Charlotte Ballet	New Ballet	

¹ At the time of data collection DDP could not fully separate or attribute expenses for Dayton Ballet. Therefore, the company is currently excluded from calculations and ranking. Based on recent self-reporting by Dayton Ballet, the company would have been ranked #58.

*These 15 companies self-reported FY 2020 company expenses.

This report contains the following sections:

- I. Gender Distribution of Leadership
- II. Artistic and Executive Director Compensation
- III. Operational Definitions, Methodology, and Limitations

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

Appendix B: Leadership Changes

Appendix C: Missing Data

Appendix D: Fiscal Year of all Ballet Companies in Largest 150 Ranking

Appendix E: Artistic Director Change in Salary

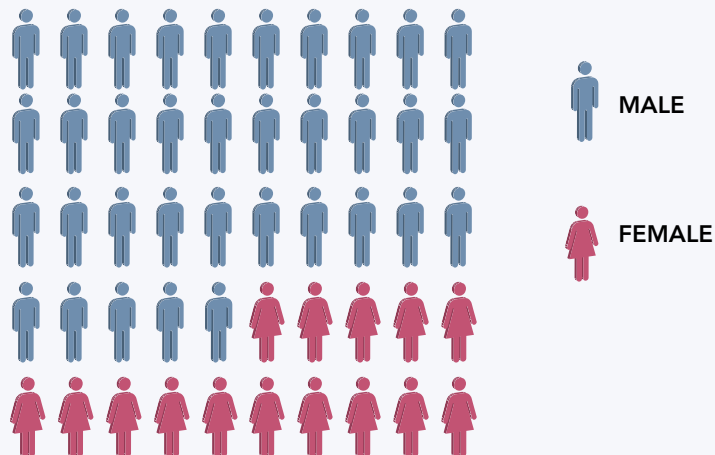
Section I: Gender Distribution

This section gives the gender distribution of Artistic, Executive, and Associate/Assistant Directors using the most recent data available reflecting current leadership, recorded as of July 2022.²

Artistic Directors Distribution by Gender:

In the **Largest 50** U.S. ballet companies,
as of July 2022 there are 15 female and 35 male Artistic Directors
30% Female | 70% Male

GENDER DISTRIBUTION OF ARTISTIC DIRECTORS Largest 50 U.S. ballet companies



In the **Largest 10**, there are 2 female and 8 male Artistic Directors
20% Female | 80% Male

In the **Largest 25**, there are 5 female and 20 male Artistic Directors
20 % Female | 80% Male

In the **Next 50**, there are 21 female, 32 male, and 1 gender expansive Artistic Directors
39% Female | 59% Male | 2% Gender Expansive

In the **Largest 100**, there are 36 female, 67 male, and 1 gender expansive Artistic Directors
35% Female | 64% Male | 1% Gender Expansive

² For a more detailed breakdown of leadership transitions, see Appendix B.

In the **Additional 50**, there are 28 female, 21 male Artistic Directors
57% Female | 43% Male

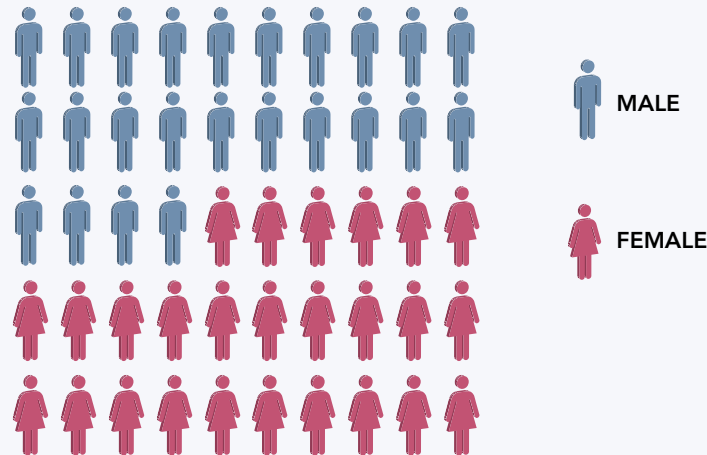
Overall, in the **Largest 150**, there are 64 female, 88 male, and 1 gender expansive Artistic Directors
42% Female | 57% Male | <1% Gender Expansive

Executive Directors Distribution by Gender:

In the **Largest 50** U.S. ballet companies, women hold a greater percentage of Executive Director³ positions than they do that of Artistic Director⁴.

In the **Largest 50**, as of July 2022 there are 25 female and 24 male Executive Directors
51% Female | 49% Male

GENDER DISTRIBUTION OF EXECUTIVE DIRECTORS Largest 50 U.S. ballet companies



In the **Largest 10**, there are 6 female and 4 male Executive Directors
60% Female | 40% Male

In the **Largest 25**, there are 11 female and 14 male Executive Directors
44% Female | 56% Male

In the **Next 50**, there are 25 female and 16 male Executive Directors
61% Female | 39% Male

In the **Largest 100**, there are 50 female and 40 male Executive Directors
56% Female | 44% Male

In the **Additional 50**, there are 13 female and 6 male Executive Directors
68% Female | 31% Male

Overall, in the **Largest 150**, there are 63 female and 46 male Executive Directors
58% Female | 42% Male

³ In some cases, titles such as CEO and Managing Director were considered equivalent to the role of Executive Director and are therefore included in calculations.

⁴ For companies where one person serves as both Artistic and Executive Director, DDP counted that person in both categories. This is the case for 20 companies in total. See more in Section III: Limitations.

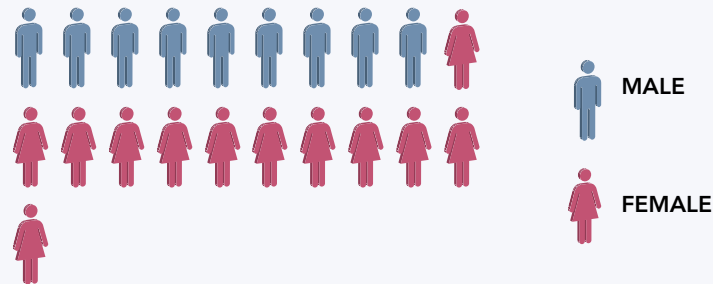
Associate/Assistant Artistic Director Distribution by Gender:

A number of companies in the Largest 150 employ Associate/Assistant Artistic Directors⁵, who work with the Artistic Director in artistic curation and programming. These positions are now filled by more women than men in the Largest 50 U.S. ballet companies.

In 2021, these positions were filled by more men than women. Last year, DDP found there were 5 female and 9 male Associate Artistic Directors (36% Female | 64 % Male). Visit the [2021 Artistic and Executive Leadership Report](#) for more.

In the **Largest 50**, as of July 2022 there are 12 female and 9 male Associate/Assistant Artistic Directors
57% Female | 43% Male

GENDER DISTRIBUTION OF ASSOCIATE/ASSISTANT ARTISTIC DIRECTORS Largest 50 U.S. ballet companies



In the **Largest 10**, there are 2 female and 3 male Associate/Assistant Artistic Directors
40 % Female | 60% Male

In the **Largest 25**, there are 4 female and 6 male Associate/Assistant Artistic Directors
40% Female | 60% Male

In the **Next 50**, there are 5 female and 4 male Associate/Assistant Artistic Directors
56% Female | 44% Male

In the **Largest 100**, there are 17 female and 13 male Associate/Assistant Artistic Directors
57% Female | 43% Male

In the **Additional 50**, there are 11 female and 2 male Associate/Assistant Artistic Directors
85% Female | 15% Male

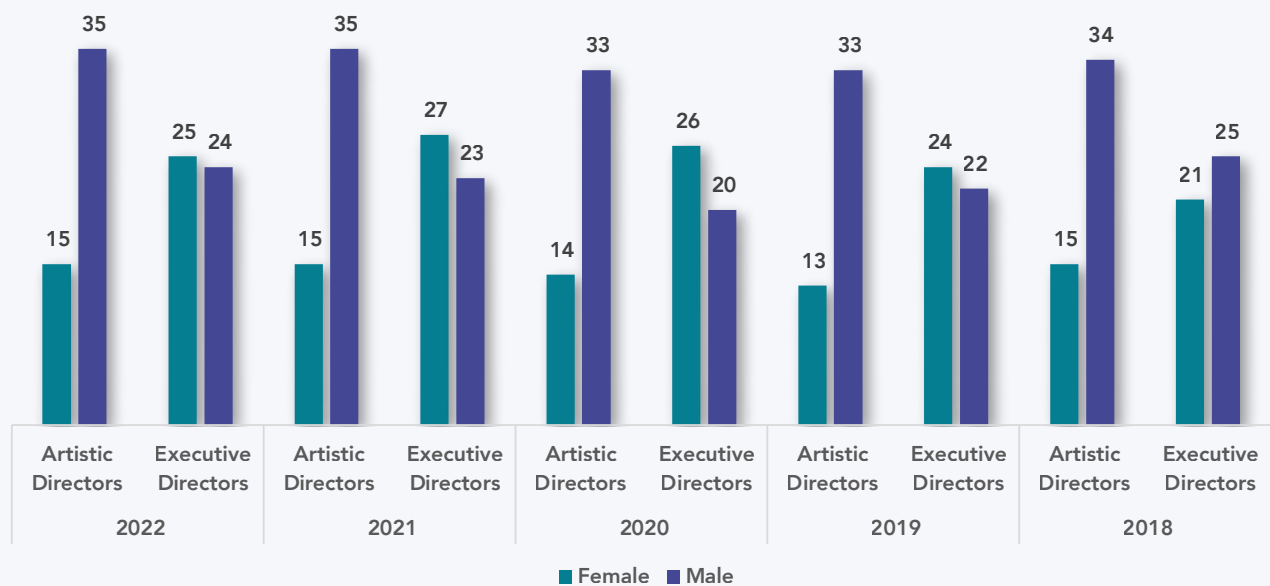
Overall, in the **Largest 150**, there are 28 female and 15 male Associate/Assistant Artistic Directors
65% Female | 35% Male

⁵ The counts combine both Associate and Assistant Artistic Director positions, although it should be noted that the roles may vary from company to company and between titles. DDP has excluded any staff with the title "Assistant to the Artistic Director," with the understanding that this tends to denote a supporting role rather than one in leadership or management.

Gender Distribution Graphs

The graphs below show the frequency⁶ of gender distribution of Artistic and Executive Directors in the **Largest 50** U.S. ballet companies as a year-by-year comparison. These figures reflect leadership at the companies comprising the **Largest 50** list published by DDP in 2022⁷ over the past five years. When leadership transitioned mid-year, DDP recorded the gender of the employee who served the longest in that fiscal year or noted, if applicable, that the position was empty.

NUMBER OF ARTISTIC AND EXECUTIVE DIRECTORS BY GENDER Year-by-Year Comparison



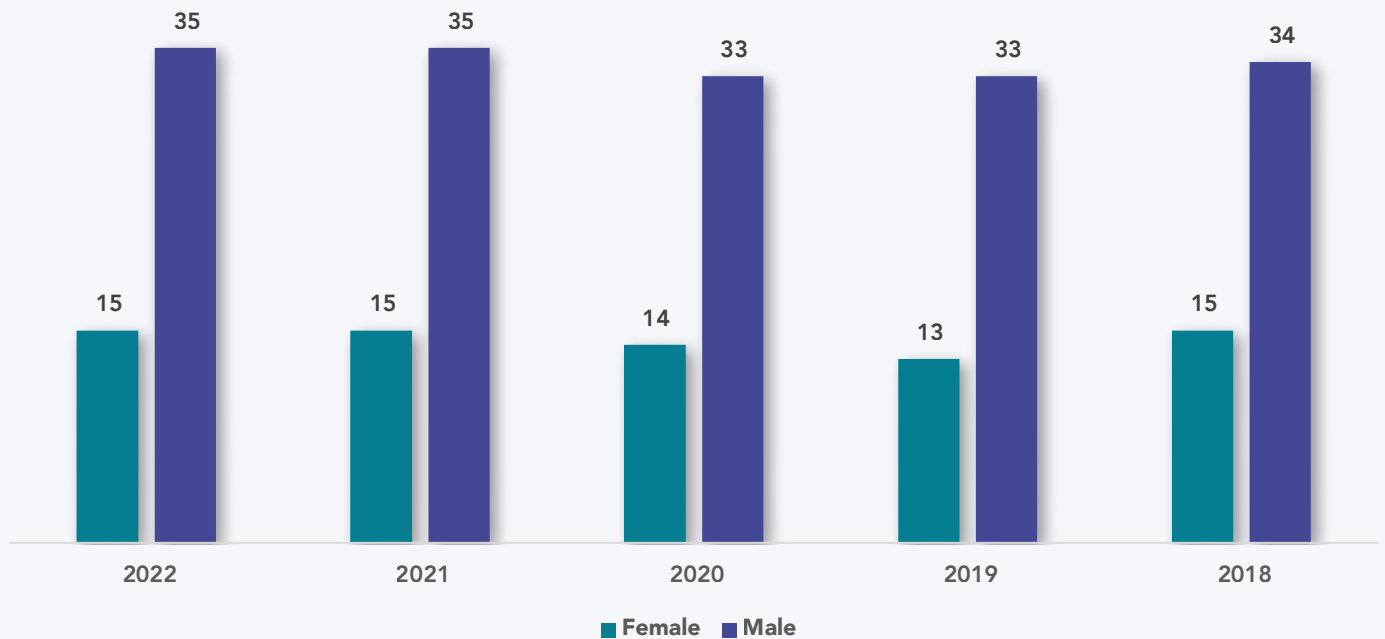
The following graph depicts the frequency of male and female Artistic Directors in the Largest 50 U.S. Ballet Companies from 2018 - 2022.

Note: There have been more than twice as many men than women in the role of Artistic Director for the past five years.

⁶ In statistics, the frequency is the number of times an observation occurred or was recorded in an experiment, study or specific time period. These frequencies are often depicted graphically or in tabular form.

⁷ See Appendix A for the rankings of the Largest 150 U.S. ballet companies.

NUMBER OF ARTISTIC DIRECTORS BY GENDER Year-by-Year Comparison

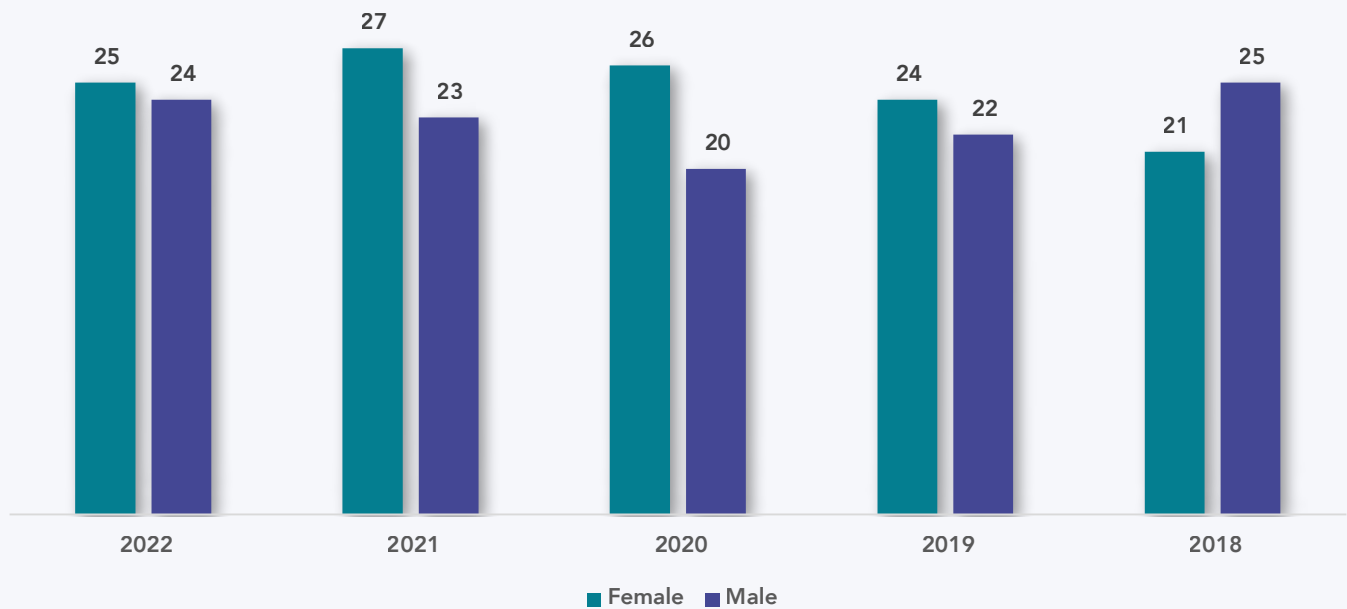


The following graph shows the counts of male and female Executive Directors in the **Largest 50 U.S. Ballet Companies** from 2018 - 2022.

Note: The gender distribution frequencies are much closer than in Artistic Director positions. The ratio of men to women in Executive Director positions is much more equitable than the ratio for the prestigious Artistic Director position.⁸

⁸ One company, Aspen Santa Fe Ballet (#39), in the **Largest 50** is now defunct and therefore has no Artistic Director, leaving the total count at 49. Their last Artistic Director was male.

NUMBER OF EXECUTIVE DIRECTORS BY GENDER Year-by-Year Comparison



Section II: Artistic and Executive Director Compensation

This section examines the compensation of Artistic and Executive Directors and the level of pay equity between male and female leaders. It provides a year-by-year comparison and, for the second year in a row, investigates the compensation of other key employees. This section contains the most recent data available and reflects **leadership in fiscal year 2020**.⁹

The terms “salary” and “compensation” refer to the base compensation, as found on company Form 990s.

Note: The compensation averages and pay gap findings are potentially skewed by the absence of data for companies where there was a transition in leadership. Because reported salaries were partial for those people transitioning both in and out of a given position, they did not reflect the salary for the entire fiscal year. DDP excluded these from the calculations. Exclusions are noted in Section III: Operational Definitions, Methodology, and Limitations.

In the case where the same person is reported as both Artistic and Executive Director, DDP counts their salary in both categories. To ensure consistency, DDP has continued to make calculations using this process. We will continue to evaluate best practices in calculations moving forward.

Artistic and Executive Director Compensation by Gender

NEW FINDINGS:

The following findings are based on the most recent data as reported in FY2020 Form 990s. Note: Not all 150 companies are represented in the following statements. Companies that were excluded in calculations either 1. did not report an AD/ED or 2. did not report any compensation for the AD/ED listed in the position.

In the **Largest 150 U.S. Ballet Companies**¹⁰,

In FY 2020, women earned 47 cents for every dollar men earned as **Artistic Director**.

In FY 2020, women earned 84 cents for every dollar men earned as **Executive Director**.

In the **Largest 100 U.S. Ballet Companies**¹¹,

In FY 2020, women earned 49 cents for every dollar men earned as **Artistic Director**.

In FY 2020, women earned 89 cents for every dollar men earned as **Executive Director**.

In the **Largest 50 U.S. Ballet Companies**,

In FY 2020, women earned 63 cents for every dollar men earned as **Artistic Director**.

In FY 2020, women earned 92 cents for every dollar men earned as **Executive Director**.

⁹ In order for DDP to accurately report on more recent fiscal data, all ballet companies would have to self-report, as the fiscal data is not immediately available through IRS databases.

¹⁰ This accounts for 87 Artistic Directors and 87 Executive Directors (covering 150 companies).

¹¹ This accounts for 69 Artistic Directors and 74 Executive Directors (covering 100 companies).

Year-by-Year Comparison Between Genders

The following statistics come from the [Largest 50 \(previously “Top 50”\) Reports conducted by Dance Data Project®](#) since 2019.

Artistic Directors in the Largest 50 U.S. Ballet Companies:

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

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

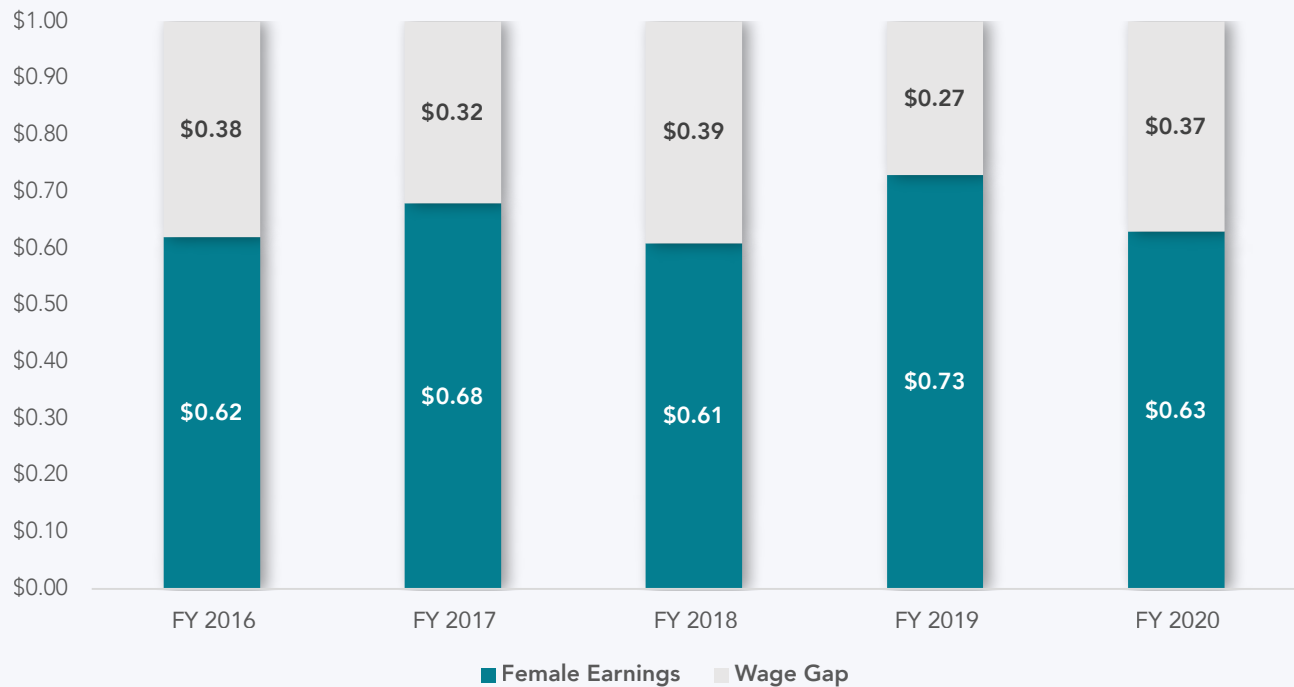
In FY 2018, women earned 61 cents for every dollar men earned as Artistic Director.¹²

In FY 2019, women earned 73 cents for every dollar men earned as Artistic Director.¹³

In FY 2020, women earned 63 cents for every dollar men earned as Artistic Director.

As shown in the above findings and the following figure, female Artistic Directors are consistently compensated less than their male counterparts.

Artistic Directors in the Largest 50 U.S. Ballet Companies Female Earnings for Every Dollar Earned by Men



¹² When including payment made in fiscal year 2018 to Peter Martins, former Artistic Director of New York City Ballet and School of American Ballet, female Artistic Directors earned 54 cents for every dollar men earned as Artistic Director in 2018.

¹³ When including payment made in fiscal year 2019 to Peter Martins, female Artistic Directors earned 68 cents for every dollar men earned as Artistic Director in 2019.

Executive Directors in the Largest 50 U.S. ballet companies:

In FY 2016, women earned 90 cents for every dollar men earned as Executive Director.

In FY 2017, women earned 98 cents for every dollar men earned as Executive Director.

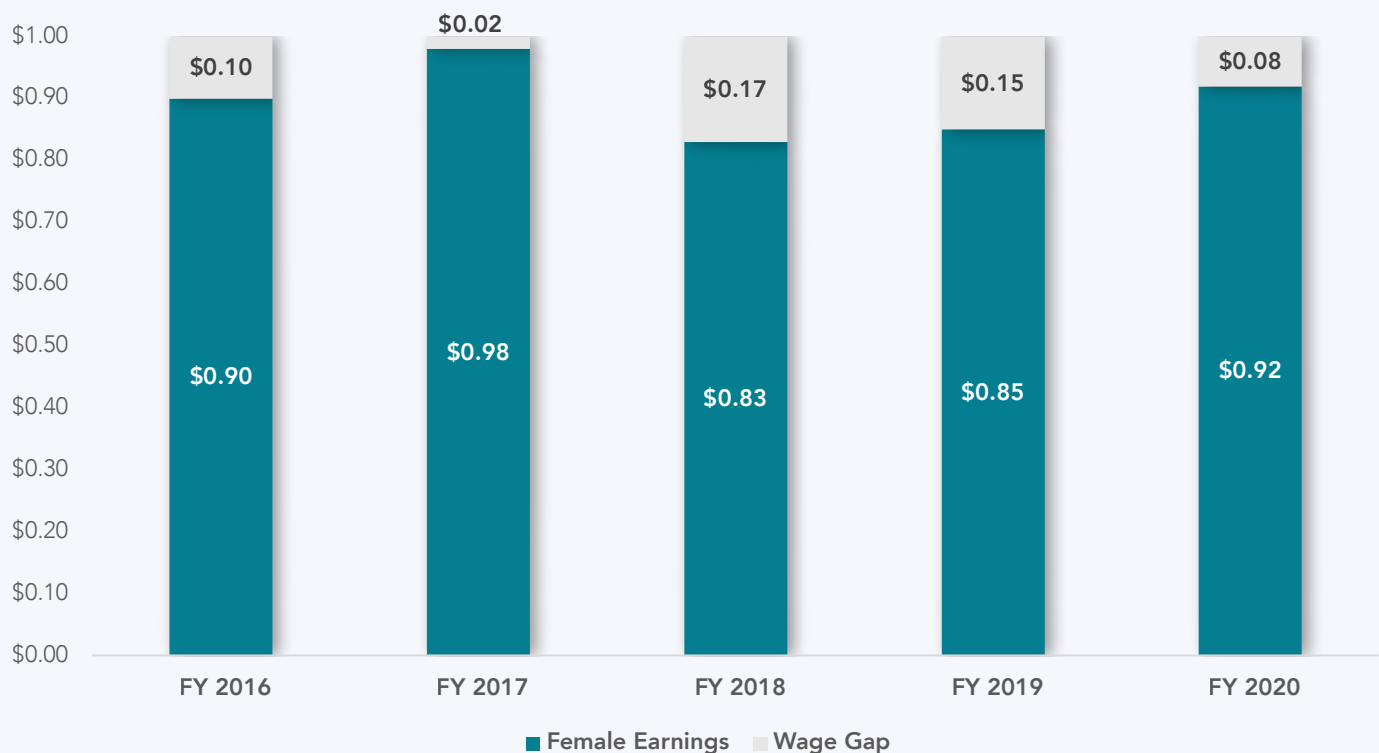
In FY 2018, women earned 83 cents for every dollar men earned as Executive Director.

In FY 2019, women earned 85 cents for every dollar men earned as Executive Director.

In FY 2020, women earned 92 cents for every dollar men earned as Executive Director.

As indicated in the findings above and figure below, in the role of Executive Director women are, on average, compensated less than their male counterparts. However, payment is more equitable between genders here than in the role of Artistic Director, and in 2017 female Executive Directors made, on average, only \$0.02 less than male Executive Directors in the Largest 50 U.S. Ballet Companies. After this number fell to \$0.17 in 2018, it slightly decreased to \$0.15 in 2019 and \$0.08 in FY 2020.

Executive Directors in the Largest 50 U.S. Ballet Companies Female Earnings for Every Dollar Earned by Men



Associate/Assistant Artistic Directors Wage Gap (NEW RESEARCH AREA)

This is the first year DDP has reported on the wage gap as it pertains to Associate/Assistant Artistic Directors. There are far fewer Associate/Assistant Artistic Directors than there are Artistic and Executive Directors. The following statements reflect a total of 19 Associate/Assistant Director positions, 11 of which are in the Largest 50.

Findings:

In the Largest **50**,

In FY 2020, women earned 67 cents for every dollar men earned as Associate/Assistant Artistic Director.

In the Largest **100**,

In FY 2020, women earned 67 cents for every dollar men earned as Associate/Assistant Artistic Director.

In the **Largest 150**,

In FY 2020, women earned 83 cents for every dollar men earned as Associate/Assistant Artistic Director.

Associate/Assistant Artistic Directors in the Largest 50, Largest 100, & Largest 150 U.S. Ballet Companies Female Earnings for Every Dollar Earned by Men



Average Compensation of Artistic and Executive Directors:

In the **Largest 50 U.S. Ballet** Companies:

The average compensation in FY2020 was \$158,361 for female Artistic Directors and \$252,870 for male Artistic Directors.

Average Compensation of Artistic Directors by Gender Largest 50 U.S. Ballet Companies



In the **Largest 50 U.S.** Ballet Companies:

The average compensation in FY2020 was \$181,621 for female Executive Directors and \$197,882 for male Executive Directors.

Average Compensation of Executive Directors by Gender Largest 50 U.S. Ballet Companies



Largest 10:

The sole female Artistic Director¹⁴ was compensated \$490,000 while the average compensation for the nine male Artistic Directors was \$483,845.

The average compensation was \$389,519 for female Executive Directors and \$417,243 for male Executive Directors.

Largest 25:

The average compensation was \$282,372 for female Artistic Directors and \$325,800 for male Artistic Directors.

The average compensation was \$293,934 for female Executive Directors and \$241,751 for male Executive Directors.

Next 50:

The average compensation was \$58,786 for female Artistic Directors and \$62,071 for male Artistic Directors.

The average compensation was \$54,127 for female Executive Directors and \$50,911 for male Executive Directors.

Largest 100:

The average compensation was \$106,730 for female Artistic Directors and \$216,527 for male Artistic Directors.

The average compensation was \$131,867 for female Executive Directors and \$148,892 for male Executive Directors.

Additional 50:

The average compensation was \$41,336 for female Artistic Directors and \$43,109 for male Artistic Directors.

The average compensation was \$34,807 for female Executive Directors and \$34,825 for male Executive Directors.

Largest 150:

The average compensation was \$89,056 for female Artistic Directors and \$188,780 for male Artistic Directors.

The average compensation was \$114,396 for female Executive Directors and \$136,560 for male Executive Directors.

Note: There were no salaries reported for gender expansive Artistic Directors or Executive Directors in FY2020.

¹⁴ This reflects the one female Artistic Director reported in the Largest 10 in FY2020.

Average Compensation of Associate/Assistant Artistic Directors:

Average Compensation of Associate/Assistant Artistic Directors by Gender Largest 50, Largest 100, Largest 150 U.S. Ballet Companies



Largest 50:

The average compensation of the 7 female Associate/Assistant Artistic Directors was \$120,370.

The average compensation of the 4 male Associate/Assistant Artistic Directors was \$178,707.

Largest 100:

The average compensation of the 11 female Associate/Assistant Artistic Directors was \$88,135.

The average compensation of the 6 male Associate/Assistant Artistic Directors was \$131,571.

Largest 150:

The average compensation of the 11 female Associate/Assistant Artistic Directors was \$88,135.

The average compensation of the 8 male Associate/Assistant Artistic Directors was \$106,554.

Artistic and Executive Director Compensation by Size of Company Expenditures

The following graphs show the compensation of Artistic and Executive Directors in the Largest 50 for fiscal year 2020, ordered by size of company expenditures.¹⁵

ARTISTIC DIRECTOR COMPENSATION IN ORDER OF 2020 COMPANY EXPENDITURES Largest 50 U.S. Ballet Companies



Note: New York City Ballet's (ranked #1) Artistic Director was appointed to his position on February 28, 2019, so his salary for the 2019 calendar year, and as reported in NYCB's 990 for FY2020, was only in effect for 10 months and not the full calendar year.

¹⁵ Data is missing for the following:

AD Compensation: American Repertory Ballet (#38): reported \$0; Sacramento Ballet (#45), Alabama Ballet (#48), and Ballet San Antonio (#50): no Artistic Director reported

ED Compensation: San Francisco Ballet (#2), Orlando Ballet (#30): change in leadership; Sacramento Ballet (#45): no Executive Director reported

EXECUTIVE DIRECTOR COMPENSATION IN ORDER OF 2020 COMPANY EXPENDITURES Largest 50 U.S. Ballet Companies



Note: San Francisco Ballet (ranked #2) has been excluded from calculations due to a change in leadership and therefore reporting of partial salaries. Glenn McCoy left the position in June 2019 and had a reported base compensation of \$258,615. Kelly Tweeddale took over the position in September 2019 and had a reported base compensation of \$158,362.

Artistic and Executive Director Compensation Ranges

The following graphs show the respective compensations of Artistic and Executive Directors in the Largest 50 U.S. Ballet Companies, ordered from the largest reported compensation to the smallest and color-coded by gender.

RANGE OF COMPENSATION FOR ARTISTIC DIRECTORS 2020 Largest 50 U.S. Ballet Companies



The lowest Artistic Director salary amongst the **Largest 50** was \$49,579.

RANGE OF COMPENSATION FOR EXECUTIVE DIRECTORS 2020 Largest 50 U.S. Ballet Companies

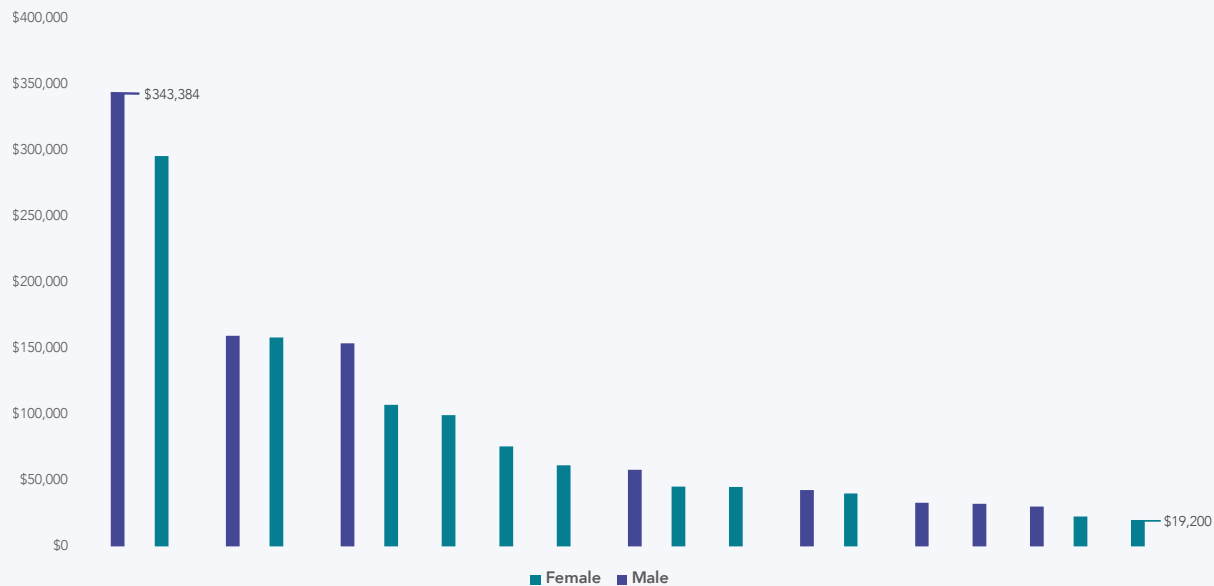


The lowest Executive Director salary amongst the **Largest 50** was \$42,019.

Associate/Assistant Artistic Director Compensation

- The highest Associate/Assistant Artistic Director salary was \$343,384.00 (male).
- The lowest Associate/Assistant Artistic Director salary was \$19,200.00 (female).

RANGE OF COMPENSATION FOR ASSOCIATE/ASSISTANT ARTISITIC DIRECTORS 2020 Largest 50 U.S. Ballet Companies



Note: New York City Ballet's (ranked #1) Associate Artistic Director was appointed to her position on February 28, 2019, so her salary for the 2019 calendar year, and as reported in NYCB's 990 for FY2020, was only in effect for 10 months and not the full calendar year.

Other Highly Compensated Employees/Independent Contractors

While the Artistic and Executive Directors are, in most cases, the highest compensated key employees, distribution of compensation ranges between ballet companies. The following information comes from Form 990s for the fiscal year 2020.

Highly Compensated Employees

New York City Ballet (ranked #1 by budget by expenditure)

- New York City Ballet reported their Resident Choreographer¹⁶ among their Highest Compensated Key Employees in 2020.
 - The Resident Choreographer is male, and in FY 2020 his compensation was \$352,808. This is 19% more than NYCB's female Associate Artistic Director salary of \$295,857 in FY 2020.

16 NYCB's Resident Choreographer is also listed as an Artistic Advisor in the company's Form 990 for FY2020.

Number of Highly Compensated Employees

- New York City Ballet reported 135 employees compensated over \$100,000 each in FY2020. (NOTE: DDP is unclear whether this is due to the inclusion of Koch Theater employees).
- San Francisco Ballet reported the second highest number of employees paid over \$100,000 each at 66 employees.
- Alvin Ailey reported the third highest number of employees paid over \$100,000 each at 39 employees.
- In the Largest 10, the average number of employees compensated over \$100,000 was 32. With NYCB removed, this number drops to 20.
- In the Largest 25, the average number of employees compensated over \$100,000 was 15. With NYCB removed, this number drops to 10.

Highly Compensated Independent Contractors¹⁷

New York City Ballet (ranked #1 by budget by expenditure)

- In the fiscal year 2020, NYCB reported payments of \$626,625 to "Peter Martins Productions, Inc." for "choreographer, etc." This is 70% more than the Artistic Director salary in FY 2020 and 78% more than the Associate Artistic Director salary in FY2020.
 - DDP found that in FY2017 and FY2018 Peter Martins was also compensated through the School of American Ballet. FY2019 and FY2020 form 990s from SAB do not show any payments to Peter Martins.
- NYCB reported payments to two different trusts: The Robbins Right Trust - \$300,000 for royalties and The George Balanchine Trust - \$351,488.00 for royalties.

Number of Highly Compensated Independent Contractors

Note: Removing New York City Ballet (ranked #1 by budget by expenditure) from the calculations regarding the number of independent contractors does not change the average. Unlike the company's effect on the highly compensated employees averages, NYCB is not an outlier here.

- In the **Largest 10**, the average number of independent contractors compensated over \$100,000 was 8.
- In the **Largest 25**, the average number of independent contractors compensated over \$100,000 was 5.

¹⁷ Some other services provided by independent contractors were therapy, advertising, costume creation, theater production, cleaning, orchestra, and social media management.

Section III: Operational Definitions, Methodology, and Limitations

Operational Definitions

Ballet Company

For the purposes of study, DDP defines “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 is also counted in our Modern and Contemporary ranking. DDP also considers factors such as if the company has an affiliated school that teaches pointe work and if the company commissions works by choreographers who also work with traditional ballet companies.

We also attempt to be respectful of how a company defines itself. For example, for our FY 2020 study, Hubbard Street Dance Company (HSDC), is not included as HSDC has indicated they do not consider themselves a “ballet company.”

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

Gender

For this study, executive directors, artistic directors, and associate/assistant directors were categorized into three gender identity categories: women, men, and gender expansive. The term gender expansive is used to encompass those who identify as nonbinary or otherwise outside of the gender binary. DDP respects and affirms the gender identities of individuals - in all cases gender given represents the gender identity of the individual to DDP's best ability.

In this research, pronouns were used as an indicator of gender identity. Pronoun data was sourced from biographical information provided on the company websites. Each company was contacted with the opportunity to verify or correct gender identities of all directors.

Largest 50

Originally in 2018, DDP published research utilizing the term “Top 50” to describe the 50 U.S. ballet companies with the greatest expenses. In 2021, we renamed it “Largest 50,” keeping the definition but changing the name to denote purely the size of expenditures rather than any judgements of artistic excellence or preeminence.

Methodology

For this report, DDP manually collected data through company websites and IRS Form 990s via ProPublica's NonProfit Explorer, Guidestar, and Charity Navigator. (Compensation data derives from reportable compensation as required in the Form 990's Part VII Section A: Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.)

For Section I: Gender Distribution of Leadership, the DDP research team completed independent data verification by two separate team members.

For Section II: Artistic and Executive Director Compensation, the DDP research team completed independent data verification by three separate team members.

After manually checking the collected data, DDP contacted each company considered for ranking in the Largest 150 U.S. Ballet & Classically Based Companies with the opportunity to verify or correct this information. In cases where DDP could not find financial information, the company had the opportunity to self-report through DDP's [Self Report Survey](#).

There are three scenarios/circumstances in which DDP was forced to rely solely on self-reported information:

1. The company has submitted their Form 990 to the IRS, but the IRS has not yet processed it and made it publicly available. (This is the case for all companies for which DDP is missing FY 2020 Form 990 returns.)¹⁸
2. The company has not submitted their Form 990 to the IRS. (NOTE: DDP is unable to determine whether the company has not yet submitted its Form 990 or if it has not yet been processed.) This may be the case for some companies for which DDP is missing FY 2020 Form 990 returns.¹⁹
3. The company is not required to submit a Form 990. (e.g. it does not have tax-exempt status) DDP has flagged an additional 14 ballet companies, but due to lack of fiscal data they are not included in this report.²⁰

Ranking of the Largest 150: This is the first year DDP used software automation to gather financial data. To verify its proprietary software works correctly, DDP applied the software to gather previously, manually-collected data presented in DDP's 2021 Report covering the 2019 fiscal year. The data extracted via the proprietary software was compared with the data set gathered manually by the DDP research team the year prior. For more on the Methodology for compiling DDP's 2022 Largest 150 U.S. Ballet Company list, visit Part 1 of this report (Largest 150 U.S. Ballet & Classically Based Companies & Financial Scope of the Industry).

Limitations

Fiscal Data Availability

DDP primarily utilized data from the Fiscal Year ending in 2020 (ex: July 1, 2019 - June 30, 2020). Though some FY 2021 fiscal data is available, DDP has chosen to use data from FY 2020 for these rankings, comparing all companies within fiscal year 2020 for consistency. When FY 2020 data was unavailable, DDP used the most recent fiscal year data. In all cases, FY 2019 was used as the most recent year. For 1 company currently ranked in the Largest 50, (Ballet Magnificat! (#49)) the most recent fiscal data available was from 2019. Because the information available for a company may change year to year, any comparisons are subject to variances in the information. While ballet companies, the IRS, and DDP each take every measure to avoid human error, DDP acknowledges the possibility of such error appearing in data obtained from organizations both via the Self Report Survey and IRS Form 990s.

Fiscal Year Discrepancies

Companies do not all share the same fiscal year, which may be different from the calendar year. Three examples of different fiscal years are included below. The data contained within Form 990 submissions is reported by fiscal year and not by calendar year. No information within the Form 990 enables DDP to reorganize the data to the same time period across companies. DDP analyzes the data by fiscal year, grouping each company's data according to the calendar year in which each company's fiscal year ends. In this report, company data may account for more or less time during COVID-19.

- New York City Ballet: July 1, 2019 through June 30, 2020 (typical COVID timeframe)
- American Ballet Theatre: January 1, 2020 through December 31, 2020 (maximal COVID timeframe)
- Miami City Ballet: May 1, 2019 through April 30, 2020 (minimal COVID timeframe)²¹

¹⁸ See Appendix C for all missing data.

¹⁹ See Appendix C for all missing data.

²⁰ See Appendix A for all U.S. ballet companies in DDP's database

²¹ To see a listing of all fiscal year timeframes, see Appendix D.

References to Prior Reports

The 2022 Artistic and Executive Leadership Report references past findings by the DDP Research Team. For further details, including the scope, methodology, and limitations of these statistics, please see the previously published reports available on [the DDP website](#).

Please note that from 2018 to early 2021, DDP published research utilizing the term “Top 50” to describe the 50 U.S. Ballet Companies with the greatest expenses. In 2021, it was renamed the “Largest 50,” keeping the definition but changing the name to denote purely size of expenditures rather than any judgments of artistic excellence or preeminence.

Additionally, DDP reports on compensation, published prior to 2021, recorded payments made to Artistic and Executive Directors as employees. Business transactions made by New York City Ballet to Peter Martins and the company Peter Martins Productions Inc. were not included in the calculations but would radically alter the data, as payment to Martins is significantly higher than salary compensation for any other current or former Artistic Director. See the [2021 Artistic and Executive Director Report](#) for more details on payments to Peter Martins Productions Inc.²²

Titles and Vacancies of Artistic and Executive Director Positions

Titles vary between companies and Dance Data Project® has attempted to represent the Artistic and Executive Directors 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, 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, and her compensation contributed to the averages for both roles.

Twenty companies have one Director serving as both Artistic and Executive Director:

Ballet Hispánico	City Ballet of Boston
Carolina Ballet	Ballet Arkansas
BalletX	Ballet Palm Beach
Sacramento Ballet	Anaheim Ballet
Alabama Ballet	NWA Ballet Theatre
American Midwest Ballet	The Roxey Ballet Company
New Ballet	The Charleston Ballet
Columbia City Ballet	Missouri Contemporary Ballet
Saint Louis Ballet	Ballet Vero Beach
State Street Ballet	Texture Contemporary Ballet

Three companies list two Artistic Directors:

Los Angeles Ballet
Charlottesville Ballet
Ballet Virginia

²² Past payments to Peter Martins after his resignation January 1, 2018, include: FY2018: \$986,000 from NYCB and \$14,625 from SAB; FY2019: \$975,273 from NYCB; FY2020: \$626,625 from NYCB.

One company has no Artistic Director listed:²³

Ballet Sun Valley²⁴

The following companies, do not list an Executive Director²⁵

Nine in the Next 50:

Charlottesville Ballet
Ballet Virginia
Maine State Ballet
American Contemporary Ballet
Oakland Ballet Company
Ballet Theatre of Maryland
Huntsville Ballet Company
Ballet Pensacola
MOVEIUS Contemporary Ballet

Twenty-seven in the Additional 50:

Ballethnic Dance Company	Dimensions Dance Theatre of Miami
Lexington Ballet Company	Twin Cities Ballet of Minnesota
Brooklyn Ballet	New York Dance Project
Connecticut Ballet	Dissonance Dance Theatre
Columbia Classical Ballet	Ballet Sun Valley
New Mexico Ballet Company	Sierra Nevada Ballet
Chamber Dance Project	Ballet des Amériques
Delta Festival Ballet	ARC Dance Company
Gwinnett Ballet Theatre	Terpsicorps Theatre of Dance
Ballet Frontier	Ajkun Ballet Theatre
Cuban Classical Ballet of Miami	Savannah Ballet Theatre
Carolina Ballet Theatre	Luminario Ballet
Avant Chamber Ballet	Barak Ballet
Albany Berkshire Ballet	

The following companies did not report Artistic Director Compensation for fiscal year 2020 Form 990 and were therefore excluded from calculations for fiscal year 2020.²⁶

Largest 50:

American Repertory Ballet
Sacramento Ballet
Alabama Ballet
Ballet San Antonio

²³ When no Artistic Director was listed, DDP excluded the company from calculations in order to obtain the most accurate results.

²⁴ Ballet Sun Valley (ranked #138) brings in outside companies to perform in their space and has educational programs. DDP's definition of ballet company is constantly being evaluated as we recognize that the art form is constantly evolving.

²⁵ When no Executive Director was listed, DDP excluded the company from calculations in order to obtain the most accurate results.

²⁶ The DDP research team was unable to find this information at the time of final data collection in May 2022.

Next 50:

Indianapolis Ballet
Wonderbound
New Jersey Ballet
New Ballet
Island Moving Company
PHILADANCO!
Post:ballet
City Ballet of San Diego
Charlottesville Ballet
Les Ballets Trockadero de Monte Carlo
Mystic Ballet
American Contemporary Ballet
Minnesota Ballet
Huntsville Ballet Company

Ballet Pensacola
Canyon Concert Ballet
The Florida Ballet
San Diego Ballet
State Street Ballet
The Tallahassee Ballet
Central West Ballet
Peninsula Ballet Theatre
Ballet Des Moines
MOVEIUS Contemporary Ballet
City Ballet of Boston
Chatanooga Ballet
Arts Ballet Theatre of Florida
Ballet Theatre Company

Additional 50:

Utah Metropolitan Ballet
Ballethnic Dance Company
Ballet Palm Beach
Marigny Opera Ballet
NWA Ballet Theatre
Ballet Quad Cities
Connecticut Ballet
Columbia Classical Ballet
New Mexico Ballet Company
Kentucky Ballet Theatre
Armitage Gone! Dance
Delta Festival Ballet
Gwinnett Ballet Theatre
Missouri Contemporary Ballet
Cuban Classical Ballet of Miami
Carolina Ballet Theatre
Avant Chamber Ballet

Albany Berkshire Ballet
Dimensions Dance Theatre of Miami
New York Theatre Ballet
Twin Cities Ballet of Minnesota
New York Dance Project
Dissonance Dance Theatre
Ballet Sun Valley
Atlantic City Ballet
Sierra Nevada Ballet
Ballet des Amériques
Paradosi Ballet Company
Ajkun Ballet Theatre
Ballet Minnesota
Texture Contemporary Ballet
Savannah Ballet Theatre
Luminario Ballet
Barak Ballet

The following companies did not report Executive Director Compensation on their fiscal year 2020 Form 990 and were therefore excluded from calculations for fiscal year 2020:

Largest 50:

Sacramento Ballet

Next 50:

Indianapolis Ballet
New Jersey Ballet
Columbia City Ballet
PHILADANCO!
City Ballet of San Diego
Mystic Ballet
Cleveland Ballet
Ballet Virginia
Maine State Ballet
Manassas Ballet Theatre
Diablo Ballet
Oakland Ballet Company

Ballet Theatre of Maryland
Huntsville Ballet Company
Canyon Concert Ballet
The Florida Ballet
Central West Ballet
Peninsula Ballet Theatre
Ballet Des Moines
City Ballet of Boston
Chatanooga Ballet
Arts Ballet Theatre of Florida
Ballet Theatre Company

Additional 50:

Utah Metropolitan Ballet
Ballethnic Dance Company
Ballet Palm Beach
Menlowe Ballet
Lexington Ballet Company
NWA Ballet Theatre
Brooklyn Ballet
Ballet Quad Cities
Connecticut Ballet
Columbia Classical Ballet
The Roxey Ballet Company
Kentucky Ballet Theatre
Armitage Gone! Dance
Chamber Dance Project
Delta Festival Ballet
Gwinnett Ballet Theatre
New Mexico Ballet Company
Missouri Contemporary Ballet
Ballet Frontier

Cuban Classical Ballet of Miami
Carolina Ballet Theatre
Avant Chamber Ballet
Albany Berkshire Ballet
Dimensions Dance Theatre of Miami
New York Theatre Ballet
Twin Cities Ballet of Minnesota
New York Dance Project
Dissonance Dance Theatre
Ballet Sun Valley
Atlantic City Ballet
Sierra Nevada Ballet
ARC Dance Company
Terpsicorps Theatre of Dance
Ajkun Ballet Theatre
Texture Contemporary Ballet
Luminario Ballet
Barak Ballet

The following companies had a change of leadership in fiscal year 2020. Because reported salaries were partial for those transitioning both in and out of a given position, and therefore did not reflect the compensation for the entire fiscal year, DDP excluded these positions from the calculations.

Artistic Director:

Rochester City Ballet (#81)

Executive Director:

San Francisco Ballet (#2)

Orlando Ballet (#30)

American Contemporary Ballet (#74)

Ballet Pensacola (#80)

Acknowledgments

Dance Data Project® would like to extend special thanks to the ballet companies who provide transparent financial data on their websites and to those who participated in our data verification and Self Report Survey.

DDP additionally acknowledges and applauds ProPublica, Guidestar and Charity Navigator whose databases are invaluable tools in executing this research. DDP's work would be significantly more difficult without the service provided by these third party databases in maintaining transparency to ensure the integrity of non profit organizations. They provide an invaluable service that permits all of us as taxpayers to hold organizations who receive significant financial support through tax forgiveness to account for their practices and culture.

DDP's President and Founder, Elizabeth Yntema, would like to extend a personal thank you to both Andrew Hoekstra and Gregory Youdan for their assistance in researching, editing & publishing the 2022 Artistic and Executive Director Report.

With any inquiries or comments, we invite you to contact DDP's Research Lead Rebecca Ferrell at rferrell@dancedataproject.com.

Appendix A:

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

Largest 50 U.S. Ballet Companies

- | | | |
|---------------------------------------|------------------------------|--------------------------------|
| 1. New York City Ballet | 17. Colorado Ballet | 34. Louisville Ballet |
| 2. San Francisco Ballet | 18. Texas Ballet Theater | 35. Ballet Memphis |
| 3. Alvin Ailey American Dance Theater | 19. Ballet Arizona | 36. Nevada Ballet Theatre |
| 4. Houston Ballet | 20. Ballet Austin | 37. Oklahoma City Ballet |
| 5. Boston Ballet | 21. Oregon Ballet Theatre | 38. American Repertory Ballet |
| 6. American Ballet Theatre | 22. Charlotte Ballet | 39. Aspen Santa Fe Ballet |
| 7. Pacific Northwest Ballet | 23. Milwaukee Ballet | 40. Dallas Black Dance Theatre |
| 8. Miami City Ballet | 24. Ballet Hispánico | 41. Smuin Ballet |
| 9. Joffrey Ballet | 25. The Sarasota Ballet | 42. Los Angeles Ballet |
| 10. Philadelphia Ballet ²⁷ | 26. BalletMet | 43. Grand Rapids Ballet |
| 11. Ballet West | 27. Richmond Ballet | 44. BalletX |
| 12. The Washington Ballet | 28. Nashville Ballet | 45. Sacramento Ballet |
| 13. Atlanta Ballet | 29. Tulsa Ballet | 46. Eugene Ballet |
| 14. Pittsburgh Ballet Theatre | 30. Orlando Ballet | 47. Ballet Idaho |
| 15. Cincinnati Ballet | 31. Carolina Ballet | 48. Alabama Ballet |
| 16. Kansas City Ballet | 32. Dance Theatre of Harlem | 49. Ballet Magnificat! |
| | 33. Alonzo King LINES Ballet | 50. Ballet San Antonio |

Next 50 U.S. Ballet Companies

- | | | |
|---|----------------------------------|------------------------------------|
| 51. American Midwest Ballet | 68. Mystic Ballet | 85. San Diego Ballet |
| 52. Festival Ballet Providence | 69. Cleveland Ballet | 86. State Street Ballet |
| 53. Indianapolis Ballet | 70. Ballet Virginia | 87. Ballet 5:8 |
| 54. Wonderbound | 71. Boulder Ballet | 88. The Tallahassee Ballet |
| 55. Fort Wayne Ballet | 72. Maine State Ballet | 89. BalletCollective |
| 56. New Jersey Ballet | 73. Manassas Ballet Theatre | 90. Central West Ballet |
| 57. New Ballet | 74. American Contemporary Ballet | 91. Peninsula Ballet Theatre |
| 58. Columbia City Ballet | 75. Diablo Ballet | 92. Ballet Des Moines |
| 59. Island Moving Company | 76. Oakland Ballet Company | 93. MOVEIUS Contemporary Ballet |
| 60. PHILADANCO! | 77. Minnesota Ballet | 94. City Ballet of Boston |
| 61. Post:ballet | 78. Ballet Theatre of Maryland | 95. Chattanooga Ballet |
| 62. Collage Dance Collective | 79. Huntsville Ballet Company | 96. Arts Ballet Theatre of Florida |
| 63. Saint Louis Ballet | 80. Ballet Pensacola | 97. Ballet Fantastique |
| 64. City Ballet of San Diego | 81. Rochester City Ballet | 98. Ballet Arkansas |
| 65. Madison Ballet | 82. Canyon Concert Ballet | 99. Verb Ballets |
| 66. Charlottesville Ballet | 83. James Sewell Ballet | 100. 100. Ballet Theatre Company |
| 67. Les Ballets Trockadero de Monte Carlo | 84. The Florida Ballet | |

²⁷ Formerly named Pennsylvania Ballet.

Additional 50 U.S. Ballet Companies

- | | | |
|------------------------------------|--|---|
| 101. Utah Metropolitan Ballet | 118. Syracuse City Ballet | 134. New York Theatre Ballet |
| 102. Ballethnic Dance Company | 119. Kentucky Ballet Theatre | 135. Twin Cities Ballet of Minnesota |
| 103. Winston-Salem Festival Ballet | 120. The Charleston Ballet | 136. New York Dance Project |
| 104. First State Ballet Theatre | 121. Greensboro Ballet | 137. Dissonance Dance Theatre |
| 105. Ballet Palm Beach | 122. Armitage Gone! Dance | 138. Ballet Sun Valley |
| 106. Menlowe Ballet | 123. Chamber Dance Project | 139. Atlantic City Ballet |
| 107. Anaheim Ballet | 124. Delta Festival Ballet | 140. Sierra Nevada Ballet |
| 108. Lexington Ballet Company | 125. Gwinnett Ballet Theatre | 141. Ballet des Amériques |
| 109. Marigny Opera Ballet | 126. Missouri Contemporary Ballet | 142. Paradosi Ballet Company |
| 110. NWA Ballet Theatre | 127. Ballet Frontier | 143. ARC Dance Company |
| 111. Brooklyn Ballet | 128. Cuban Classical Ballet of Miami | 144. Terpsicorps Theatre of Dance ²⁸ |
| 112. Portland Ballet | 129. Ballet Vero Beach | 145. Ajkun Ballet Theatre |
| 113. Ballet Quad Cities | 130. Carolina Ballet Theatre | 146. Ballet Minnesota |
| 114. Connecticut Ballet | 131. Avant Chamber Ballet | 147. Texture Contemporary Ballet |
| 115. Columbia Classical Ballet | 132. Albany Berkshire Ballet | 148. Savannah Ballet Theatre |
| 116. New Mexico Ballet Company | 133. Dimensions Dance Theatre of Miami | 149. Luminario Ballet |
| 117. The Roxey Ballet Company | | 150. Barak Ballet |

Remaining U.S. Ballet Companies

The following companies were included in DDP's research and were surveyed in addition to the Largest 150 U.S. Ballet companies.

The following companies had fiscal data available and were therefore considered for ranking. They ranked outside of the Largest 150 in this order:

- | | | |
|---------------------------------------|--|--|
| 151. Ballet North Texas | 159. Complexions Contemporary Ballet | 165. MorDance |
| 152. Montgomery Ballet | 160. The Rosin Box Project | 166. Ballet Hartford |
| 153. Brandon Ballet | 161. Lemon Sponge Cake Contemporary Ballet | 167. North Atlantic Ballet |
| 154. Tampa City Ballet | 162. Ballet Misha | 168. Deos Contemporary Ballet |
| 155. Ballet Inc. | 163. Providence Ballet Theatre | 169. United Ballet Theatre |
| 156. The State Ballet of Rhode Island | 164. East Coast Contemporary Ballet | 170. Les Ballets Eloelle/Grandiva |
| 157. Catskill Ballet Theatre | | 171. BalletNext ; Pacific Festival Ballet ; The Georgia Ballet ²⁹ |
| 158. New Chamber Ballet | | |

²⁸ Note: Terpsicorps Theatre of Dance is active during the summer season only.

²⁹ Expenses for BalletNext, Pacific Festival Ballet, and The Georgia Ballet were record at \$0 and therefore "tied" for rank #171

Reason for exclusion

Company Name

Insufficient Data

Arch Ballet
Ballets de San Juan
Dayton Ballet
Magnum Opus Ballet
PDX Contemporary Ballet
South Dakota Ballet
The Black Iris Project

Not non-profit/
Do not have tax exempt status

Ballet22
Ballez
Central Illinois Ballet
Chicago Festival Ballet

No recent 990s

Asheville Ballet (most recent 990 was in 2012)
FMBallet (most recent 990 was in 2005)

Dissolved/defunct

Bay Pointe Ballet
California Ballet

Appendix B: Leadership Changes

The following chart details Artistic and Executive director changes at the largest 50 U.S. ballet companies which occurred during 2022. This is the most recent data available as of July 2022. DDP listed the exact date of leadership change for transitions the research team could find.

Rank	Company	Current Leadership	Gender	Predecessor	Gender	Date of Change
<i>Artistic Director Changes from 2021 to 2022</i>						
#2	San Francisco Ballet	Tamara Rojo	Female	Helgi Tomasson	Male	01/22
#18	Texas Ballet Theater	Tim O'Keefe	Male	Ben Stevenson	Male	7/1/22
#21	Oregon Ballet Theatre	Peter Franc	Male	Kevin Irving	Male	6/25/21
#22	Charlotte Ballet	Alejandro Cerrudo	Male	Hope Muir	Female	5/1/22
#30	Orlando Ballet	Jorden Morris	Male	Robert Hill	Male	12/16/21
#37	Oklahoma City Ballet	Ryan Jolicoeur-Nye	Male	Robert Mills	Male	1/25/22
#45	Sacramento Ballet	Anthony Krutzkamp	Male	Not listed	–	
<i>Future Artistic Director Changes</i>						
#6	American Ballet Theatre	Susan Jaffe	Female	Kevin McKenzie	Male	12/1/22
#59	Island Moving Company	Danielle Genest	Female	Miki Ohlsen	Female	9/1/22
<i>Executive Director Changes from 2021 to 2022</i>						
#2	San Francisco Ballet	Danielle St.Germain	Female	Kelly Tweeddale	Female	3/18/22
#6	American Ballet Theatre	Janet Rollé	Female	Kara Medoff Barnett	Female	1/3/22
#8	Miami City Ballet	Jeff Davis	Male	Tania Castroerde Noskalkenko	Female	
#13	Atlanta Ballet	Tom West	Male	Arturo Jacobus	Male	9/27/21
#14	Pittsburgh Ballet Theatre	Dr. Kathryn Gigler	Female	Harris N. Ferris	Male	7/1/22
#19	Ballet Arizona	Jami Kozemczak	Female	Samantha Turner	Female	7/1/22
#23	Milwaukee Ballet	Kristin Dimmer	Female	Anne Metcalfe	Female	
#31	Carolina Ballet	Zalman Rafael	Male	Michele Weathers	Female	7/21
#34	Louisville Ballet	Philip Koester	Male	Eric Isaacson	Male	3/1/22

Note: In addition to these changes, DDP notes Ballet Hispánico's Eduardo Vilaro as both the Artistic and Executive Director as his title is "Artistic Director & CEO." In past years DDP incorrectly recorded Lorraine LaHuta as the Executive Director (Position title: "Chief Development & Marketing Officer").

Appendix C: Missing Data

When 990 tax returns are missing, DDP will use the most recent year available. The following is a list of the data used in place of missing data.

DDP is missing data for 15 companies for **Fiscal Year 2020**

- DDP is using **FY 2019** data in place of FY 2020 data for these companies:
 - Ballet Magnificat! (#49)
 - Island Moving Company (#59)
 - City Ballet of San Diego (#64)
 - Mystic Ballet (#68)
 - Ballet Virginia (#70)
 - Huntsville Ballet Company (#79)
 - Ballet 5:8 (#87)
 - MOVEIUS Contemporary Ballet (#93)
 - Ballet Theatre Company (#100)
 - Menlowe Ballet (#106)
 - Columbia Classical Ballet (#115)
 - Dimensions Dance Theatre of Miami (#133)
 - New York Dance Project (#136)
 - Paradosi Ballet Company (#142)
 - Texture Contemporary Ballet (#147)

DDP is missing data for 1 company for **Fiscal Year 2019**

- DDP is using **FY 2018** data in place of FY 2019 data for this company:
 - Greensboro Ballet (#121)

DDP is missing data for 3 companies for **Fiscal Year 2018**

- DDP is using **FY 2017** data in place of FY 2018 data for these companies:
 - Charlottesville Ballet (#66)
 - Les Ballets Trockadero de Monte Carlo (#67)
- DDP is not substituting any data in place of FY 2018 for the following company as there is **no record of fiscal data prior to FY 2019** for this company.
 - NWA Ballet Theatre (#110)

DDP is missing data for 4 companies for **Fiscal Year 2017**

- DDP is using **FY 2016** data in place of FY 2017 data for this company:
 - Utah Metropolitan Ballet (#101)
- DDP is not substituting any data in place of FY 2017 for the following companies as there is **no record of fiscal data prior to FY 2018** for these companies:
 - City Ballet of Boston (#94)

- NWA Ballet Theatre (#110)
- New York Dance Project (#136)

DDP is missing data for 2 companies for both **Fiscal Year 2017 and Fiscal Year 2018**

- DDP is using FY 2016 data in place of FY 2017 and FY 2018 data for these companies:
 - New Jersey Ballet (#56)
 - Syracuse City Ballet (#118)

Appendix D: Fiscal Year of all Ballet Companies in Largest 150 Ranking

A fiscal year, different from the calendar year, is a timeframe determined by each company individually. Where some may report on a fiscal year running January to December, others may use July to the next June. Because there are a variety of fiscal year timeframes, each company's expenses are reflective of a different period. The difference in fiscal year reporting can be a contributing factor to overall expense totals and therefore ranking. As this report examines expenses during the height of the pandemic, the data is highly affected by specific fiscal year dates which differ from one company to the next.

The figure below is a listing of fiscal years for 115 of the 150 largest U.S. ballet companies. The remaining 35 company fiscal years could not be extracted and verified by our software.

<i>Company Name</i>	<i>Beginning of FY</i>	<i>End of FY</i>
Columbia City Ballet	4/1/2019	3/31/2020
Miami City Ballet	5/1/2019	4/30/2020
Anaheim Ballet	6/1/2019	5/31/2020
Ballet Idaho	6/1/2019	5/31/2020
Canyon Concert Ballet	6/1/2019	5/31/2020
Central West Ballet	6/1/2019	5/31/2020
Chattanooga Ballet	6/1/2019	5/31/2020
Louisville Ballet	6/1/2019	5/31/2020
Nashville Ballet	6/1/2019	5/31/2020
The Sarasota Ballet	6/1/2019	5/31/2020
Tulsa Ballet	6/1/2019	5/31/2020
American Midwest Ballet	7/1/2019	6/30/2020
American Repertory Ballet	7/1/2019	6/30/2020
Armitage Gone! Dance	7/1/2019	6/30/2020
Atlantic City Ballet	7/1/2019	6/30/2020
Ballet Arizona	7/1/2019	6/30/2020
Ballet Arkansas	7/1/2019	6/30/2020
Ballet Des Moines	7/1/2019	6/30/2020

Ballet Fantastique	7/1/2019	6/30/2020
Ballet Frontier	7/1/2019	6/30/2020
Ballet Hispánico	7/1/2019	6/30/2020
Ballet Memphis	7/1/2019	6/30/2020
Ballet Palm Beach	7/1/2019	6/30/2020
Ballet Pensacola	7/1/2019	6/30/2020
Ballet Quad Cities	7/1/2019	6/30/2020
Ballet San Antonio	7/1/2019	6/30/2020
Ballethnic Dance Company	7/1/2019	6/30/2020
BalletMet	7/1/2019	6/30/2020
Boston Ballet	7/1/2019	6/30/2020
Carolina Ballet	7/1/2019	6/30/2020
Carolina Ballet Theatre	7/1/2019	6/30/2020
Charlotte Ballet	7/1/2019	6/30/2020
Charlottesville Ballet	7/1/2019	6/30/2020
City Ballet of Boston	7/1/2019	6/30/2020
Collage Dance Collective	7/1/2019	6/30/2020
Colorado Ballet	7/1/2019	6/30/2020
Connecticut Ballet	7/1/2019	6/30/2020
Dance Theatre of Harlem	7/1/2019	6/30/2020
Eugene Ballet	7/1/2019	6/30/2020
The Florida Ballet	7/1/2019	6/30/2020
Grand Rapids Ballet	7/1/2019	6/30/2020
Houston Ballet	7/1/2019	6/30/2020
James Sewell Ballet	7/1/2019	6/30/2020
Joffrey Ballet	7/1/2019	6/30/2020
Kansas City Ballet	7/1/2019	6/30/2020
Kentucky Ballet Theatre	7/1/2019	6/30/2020
Les Ballets Trockadero de Monte Carlo	7/1/2019	6/30/2020

Lexington Ballet Company	7/1/2019	6/30/2020
Los Angeles Ballet	7/1/2019	6/30/2020
Minnesota Ballet	7/1/2019	6/30/2020
Missouri Contemporary Ballet	7/1/2019	6/30/2020
Nevada Ballet Theatre	7/1/2019	6/30/2020
New Ballet	7/1/2019	6/30/2020
New Jersey Ballet	7/1/2019	6/30/2020
New Mexico Ballet Company	7/1/2019	6/30/2020
New York City Ballet	7/1/2019	6/30/2020
NWA Ballet Theatre	7/1/2019	6/30/2020
Oakland Ballet Company	7/1/2019	6/30/2020
Oklahoma City Ballet	7/1/2019	6/30/2020
Oregon Ballet Theatre	7/1/2019	6/30/2020
Orlando Ballet	7/1/2019	6/30/2020
Pacific Northwest Ballet	7/1/2019	6/30/2020
Peninsula Ballet Theatre	7/1/2019	6/30/2020
PHILADANCO!	7/1/2019	6/30/2020
Pittsburgh Ballet Theatre	7/1/2019	6/30/2020
Richmond Ballet	7/1/2019	6/30/2020
The Roxey Ballet Company	7/1/2019	6/30/2020
Sacramento Ballet	7/1/2019	6/30/2020
Saint Louis Ballet	7/1/2019	6/30/2020
San Diego Ballet	7/1/2019	6/30/2020
San Francisco Ballet	7/1/2019	6/30/2020
Smuin Ballet	7/1/2019	6/30/2020
Texas Ballet Theater	7/1/2019	6/30/2020
The Washington Ballet	7/1/2019	6/30/2020
Twin Cities Ballet of Minnesota	7/1/2019	6/30/2020
Verb Ballets	7/1/2019	6/30/2020

Alabama Ballet	8/1/2019	7/31/2020
Atlanta Ballet	8/1/2019	7/31/2020
Ballet Austin	8/1/2019	7/31/2020
Ballet West	8/1/2019	7/31/2020
BalletX	8/1/2019	7/31/2020
Boulder Ballet	8/1/2019	7/31/2020
Cincinnati Ballet	8/1/2019	7/31/2020
Cleveland Ballet	8/1/2019	7/31/2020
Diablo Ballet	8/1/2019	7/31/2020
Fort Wayne Ballet	8/1/2019	7/31/2020
Gwinnett Ballet Theatre	8/1/2019	7/31/2020
Indianapolis Ballet	8/1/2019	7/31/2020
Manassas Ballet Theatre	8/1/2019	7/31/2020
Philadelphia Ballet	8/1/2019	7/31/2020
Portland Ballet	8/1/2019	7/31/2020
The Tallahassee Ballet	8/1/2019	7/31/2020
Wonderbound	8/1/2019	7/31/2020
American Contemporary Ballet	9/1/2019	8/31/2020
Aspen Santa Fe Ballet	9/1/2019	8/31/2020
Ballet Minnesota	9/1/2019	8/31/2020
Festival Ballet Providence	9/1/2019	8/31/2020
Madison Ballet	9/1/2019	8/31/2020
Maine State Ballet	9/1/2019	8/31/2020
Marigny Opera Ballet	9/1/2019	8/31/2020
Post:ballet	9/1/2019	8/31/2020
Rochester City Ballet	9/1/2019	8/31/2020
Terpsicorps Theatre of Dance	9/1/2019	8/31/2020
Utah Metropolitan Ballet	9/1/2019	8/31/2020
Winston-Salem Festival Ballet	10/1/2019	9/30/2020

American Ballet Theatre	1/1/2020	12/31/2020
ARC Dance Company	1/1/2020	12/31/2020
Arts Ballet Theatre of Florida	1/1/2020	12/31/2020
Ballet des Amériques	1/1/2020	12/31/2020
Cuban Classical Ballet of Miami	1/1/2020	12/31/2020
Dissonance Dance Theatre	1/1/2020	12/31/2020
First State Ballet Theatre	1/1/2020	12/31/2020
New York Theatre Ballet	1/1/2020	12/31/2020
State Street Ballet	1/1/2020	12/31/2020
Syracuse City Ballet	1/1/2020	12/31/2020

Appendix E:

Artistic Director Change in Salary

FY2020				FY2019				Difference in salary
Rank	Ballet	Artistic Director	Salary	Rank	Ballet	Artistic Director	Salary	
1	New York City Ballet	Jonathan M Stafford	\$368,461.00	1	New York City Ballet		N/A	N/A
2	San Francisco Ballet	Helgi Tomasson	\$805,868.00	2	San Francisco Ballet	Helgi Tomasson	\$765,181	\$40,687.00
3	Alvin Ailey American Dance Theater	Robert Battle	\$639,777.00	4	Alvin Ailey American Dance Theater	Robert Battle	\$419,316	\$220,461.00
4	Houston Ballet	Stanton Welch	\$409,333.00	6	Houston Ballet	Stanton Welch	\$414,833	- \$5,500.00
5	Boston Ballet	Mikko P Nissinen	\$666,193.00	5	Boston Ballet	Mikko P Nissinen	\$640,105	\$26,088.00
6	American Ballet Theatre	Kevin McKenzie	\$397,911.00	3	American Ballet Theatre	Kevin McKenzie	\$462,492	- \$64,581.00
7	Pacific Northwest Ballet	Peter Boal	\$424,742.00	7	Pacific Northwest Ballet	Peter Boal	\$410,753	\$13,989.00
8	Miami City Ballet	Lourdes Lopez	\$490,000.00	9	Miami City Ballet	Lourdes Lopez	\$581,250	-\$91,250.00
9	Joffrey Ballet	Ashley C Wheeler	\$444,823.00	8	Joffrey Ballet	Ashley C Wheeler	\$390,298	\$54,525.00
10	Philadelphia Ballet	Angel Corella	\$197,500.00	10	Pennsylvania Ballet	Angel Corella	\$192,404	\$5,096.00
11	Ballet West	Adam Sklute	\$230,958.00	13	Ballet West	Adam Sklute	\$203,458	\$27,500.00
12	The Washington Ballet	Julie Kent-Barbee	\$271,125.00	12	The Washington Ballet	Julie Kent-Barbee	\$262,313	\$8,812.00
13	Atlanta Ballet	Gennadi Nedgivin	\$204,227.00	11	Atlanta Ballet	Gennadi Nedgivin	\$220,598	-\$16,371.00
14	Pittsburgh Ballet Theatre	Terrence Orr	\$213,077.00	14	Pittsburgh Ballet Theatre	Terrence Orr	\$206,528	\$6,549.00
15	Cincinnati Ballet	Victoria Morgan	\$200,632.00	15	Cincinnati Ballet	Victoria Morgan	\$196,277	\$4,355.00
16	Kansas City Ballet	Devon E Carney	\$203,747.00	16	Kansas City Ballet	Devon Carney	\$183,307	\$20,440.00
17	Colorado Ballet	Gil Boggs	\$227,186.00	17	Colorado Ballet	Gil Boggs	\$209,283	\$17,903.00
18	Texas Ballet Theater	Ben Stevenson	\$186,691.00	18	Texas Ballet Theater	Ben Stevenson	\$185,148	\$1,543.00
19	Ballet Arizona	Ib Andersen	\$250,000.00	20	Ballet Arizona	Ib Andersen	\$251,417	- \$1,417.00
20	Ballet Austin	Stephen Mills	\$155,227.00	19	Ballet Austin	Stephen Mills	\$150,607	\$4,620.00
21	Oregon Ballet Theatre	Kevin Irving	\$148,032.00	22	Oregon Ballet Theatre	Kevin Irving	\$154,800	- \$6,768.00
22	Charlotte Ballet	Hope Muir	\$167,731.00	23	Charlotte Ballet	Hope Muir	\$158,942	\$8,789.00
23	Milwaukee Ballet	Michael Pink	\$191,473.00	26	Milwaukee Ballet	Michael Pink	\$188,026	\$3,447.00

24	Ballet Hispánico	Eduardo Norfleet-Vilaro	\$246,369.00	27	Ballet Hispánico	Eduardo Norfleet-Vilaro	\$242,999	\$3,370.00
25	The Sarasota Ballet	Iain Webb	\$230,207.00	24	The Sarasota Ballet	Iain Webb	\$225,227	\$4,980.00
26	BalletMet	Edwaard Liang	\$162,898.00	28	BalletMet	Edwaard Liang	\$154,568	\$8,330.00
27	Richmond Ballet	Stoner Winslett	\$140,000.00	29	Richmond Ballet	Stoner Winslett	\$126,849	\$13,151.00
28	Nashville Ballet	Paul Vasterling	\$125,503.00	21	Nashville Ballet	Paul Vasterling	\$128,018	- \$2,515.00
29	Tulsa Ballet	Marcello Angelini	\$196,562.00	25	Tulsa Ballet	Marcello Angelini	\$190,018	\$6,544.00
30	Orlando Ballet	Robert Mill	\$160,000.00	30	Orlando Ballet	Robert Hill	\$125,567	\$34,433.00
31	Carolina Ballet	Zalman Raffael Grinberg	\$71,512.00	33	Carolina Ballet	Robert Weiss	\$86,594	- \$15,082.00
32	Dance Theatre of Harlem	Virginia Johnson	\$116,920.00	32	Dance Theatre of Harlem	Virginia Johnson	\$85,995	\$30,925.00
33	Alonzo King LINES Ballet	Alonzo King	\$134,115.00	34	Alonzo King LINES Ballet	Alonzo King	\$96,269	\$37,846.00
34	Louisville Ballet	Robert J Curran	\$124,119.00	38	Louisville Ballet	Robert J Curran	\$113,542	\$10,577.00
35	Ballet Memphis	Dorothy Gunther Pugh	\$135,877.00	36	Ballet Memphis	Dorothy Gunther Pugh	\$158,169	- \$22,292.00
36	Nevada Ballet Theatre	Roy Kaiser	\$126,572.00	35	Nevada Ballet Theatre	Roy Kaiser	\$134,303	- \$7,731.00
37	Oklahoma City Ballet	Robert Mills	\$131,000.00	41	Oklahoma City Ballet	Robert Mills	\$125,000	\$6,000.00
38	American Repertory Ballet		-	39	American Repertory Ballet		N/A	N/A
39	Aspen Santa Fe Ballet	TOM MOSSBRUCKER	\$260,800.00	37	Aspen Santa Fe Ballet	Tom Mossbrucker	\$262,808	- \$2,008.00
40	Dallas Black Dance Theatre	Ann Williams	\$84,000.00	42	Dallas Black Dance Theatre	Ann Williams	\$60,000	\$24,000.00
41	Smuin Ballet	Celia Fushille	\$136,550.00	40	Smuin Ballet	Celia Fushille	\$110,656	\$25,894.00
42	Los Angeles Ballet	Colleen Neary	\$62,650.00	43	Los Angeles Ballet	Colleen Neary	\$61,450	\$1,200.00
42	Los Angeles Ballet	Thordal Christensen	\$62,650.00	43	Los Angeles Ballet	Thordal Christensen	\$61,450	\$1,200.00
43	Grand Rapids Ballet	James Sofranko	\$89,843.00	45	Grand Rapids Ballet	James Sofranko	\$43,516	\$46,327.00
44	BalletX	Christine Cox	\$135,000.00	47	BalletX	Christine Cox	\$110,000	\$25,000.00
45	Sacramento Ballet	none listed	N/A	44	Sacramento Ballet		N/A	N/A
46	Eugene Ballet	Toni Pimble	\$68,633.90	48	Eugene Ballet	Toni Pimble	\$67,976	\$657.90
47	Ballet Idaho	Garrett Anderson	\$110,190.00					\$110,190.00
48	Alabama Ballet	none listed	N/A	49	The Alabama Ballet	Tracey Alvey	\$80,706	N/A
49	Ballet Magnificat!	Kathy Thibodeaux	\$49,579.00					\$49,579.00
50	Ballet San Antonio	none listed	N/A					

REMOVED FROM LARGEST 50 FOR 2022 REPORT			
Rank	Ballet	Artistic Director	Salary
50	Festival Ballet Providence	Mihailo Djuric	\$60,430
31	Hubbard Street Dance Chicago	Glenn Edgerton	\$175,000
46	LA Dance Project	Benjamin Millepied	\$78,000