



# 2023 Artistic and Executive Compensation Report

DECEMBER 2023

## Report Summary

In this report, Dance Data Project® examines the compensation of leadership at the largest U.S. ballet and classically based companies. This is DDP’s fifth study examining compensation of artistic and executive leadership at the **Largest 150** companies in the U.S., and second report analyzing compensation as it relates to company expenditures. The Largest Ballet & Classically Based Companies report was published in August 2023 and details the **Largest 50** U.S. ballet companies, ordered by annual expenditures, as well as the Next and Additional 50 companies, ranking 150 companies in total. [The Largest Ballet and Classically Based Companies](#) report also outlined aggregate fiscal expenditures of the **Largest, Next, and Additional 50** companies. Findings revealed that in FY 2021, the **Largest 50** companies operated with a combined total expenditure of \$391,881,659, reflecting a significant 33% decrease in expenditures in comparison to FY 2020 where expenditures totaled \$584,121,045. Preliminary findings of available FY 2022 data found that the **Largest 50** companies operated with a total expenditure of \$587,327,099. This represents a 49.9% increase from FY 2021 to FY 2022.

This is DDP’s most comprehensive report to date and provides an overview of artistic and executive director compensation, year-over-year changes in compensation, and changes in compensation in relation to expenditures. Previously, artistic and executive compensation were examined as part of the [Artistic and Executive Leadership Report](#) and the [Artistic Director/ Executive Director Compensation Data Byte](#). DDP has combined these two studies into one, in-depth report to provide a comprehensive overview of compensation within the ballet sector. In addition to artistic and executive director compensation, this report highlights compensation for other positions (e.g. school director, associate/assistant artistic directors) that were reported on Form 990s to the IRS, providing greater insight into compensation for individuals working within the dance industry. As well, the report highlights deferred compensation, bonuses, and individuals still receiving compensation despite no longer being employed by organizations. Findings from this report are based on FY 2021 and FY 2022 financials.<sup>1</sup> There were a number of change-overs/transitions in roles during FY 2021 and FY 2022, which are indicated in footnotes.

According to the IRS, compensation must be “reasonable and not excessive” ([Internal Revenue Service](#)). Compensation can be determined through various methods, including compensation surveys, examination of Form 990s from similar organizations, input from independent compensation consultants, and, while not deemed best practice, approval solely from the organization’s board of directors or compensation committee without the use of benchmarking. Determination of compensation should take into consideration experience, skillset, education, geographic location, cost of living, job responsibilities, and job tenure ([Forma.AI](#)).

A number of states and cities across the United States (e.g. California, New York, Washington, Cincinnati, OH) have implemented [pay transparency laws](#) to combat pay inequities. Pay transparency is crucial for ensuring employees are compensated fairly and for building employer-employee trust ([Forbes](#)). It’s also a powerful tool for addressing gender and racial pay gaps and advancing pay equity ([Deloitte](#)).

<sup>1</sup> As of December 2023, DDP has obtained FY 2022 financials for 129 companies within the **Largest 150** companies. Companies with available/unavailable FY 2022 990s outlined in Appendix B.

[Wagepoint](#) further notes that companies known for promoting gender equality, social justice, and workplace diversity tend to have happier and more productive employees who are highly motivated to perform at their best. In a performance-based industry with high physical, mental, and artistic demands, ensuring dancers are compensated fairly is vital in supporting their success in the studio and on stage. It is also crucial that in more difficult times, staff and dancers see leadership bearing an equal burden of compensation cuts.

DDP acknowledges the importance of disclosing pay for the highest compensated individuals at dance companies (required by the IRS under Part VII), but there is a need for greater transparency regarding compensation for dancers, choreographers, and other company personnel (e.g., assistant artistic directors, school directors, resident choreographers, school and administrative staff). While we are able to address some of these employees and independent contractors here, DDP is limited by IRS disclosure requirements. As such, compensation for artistic and executive leadership at smaller companies or gender wage equity for dancers and staff is often not routinely reported because it falls below the \$100k level per individual employee.

## Key Findings

### From Section I: Artistic and Executive Director Compensation

- In FY 2022, female executive directors within the **Largest 50** were paid 3 cents less per dollar than their male counterparts, and female artistic directors earned 17 cents less per dollar than their male counterparts.
- Artistic directors in the **Largest 50** earned an average compensation of \$225,127 in FY 2022, and \$214,121 in FY 2021.
- Executive directors in the **Largest 50** earned an average compensation of \$210,091 in FY 2022, and \$176,362 in FY 2021.
- Artistic directors in the **Next 50** earned an average compensation of \$66,139 in FY 2022, and \$59,929 in FY 2021.
- Executive directors in the **Next 50** earned an average compensation of \$62,981 in FY 2022, and \$58,240 in FY 2021.
- Artistic directors in the **Additional 50** earned an average compensation of \$40,959 in FY 2022, and \$47,449 in FY 2021.
- Executive directors in the **Additional 50** earned an average compensation of \$45,560 in FY 2022, and \$44,308 in FY 2021.

### From Section II: Artistic and Executive Compensation Changes in Relation to Company Expenditures

- Within the **Largest 50** companies, an artistic director's compensation was an average of 2.50% of the total expenses, and an executive director's compensation was an average of 2.44% of the total expenses in FY 2022.

- The average artistic director compensation as a percentage of total company expenditures increased from 1.59% in FY 2018 to 2.50% in FY 2022. Average executive director compensation as a percentage of total company expenditures increased from 1.38% in FY 2018 to 2.44% in FY 2022.
- Within the **Largest 150**, 23 artistic directors and 26 executive directors' compensation increased from FY 2020 to FY 2021, despite their company budget decreasing in FY 2021.

### From Section III: Significant Changes in Compensation, Retirement and Other Deferred Compensation

- 4 artistic or executive directors received a compensation increase of greater than 50% from FY 2021 to FY 2022. 11 artistic or executive directors received a compensation increase of greater than 50% from FY 2020 to FY 2021.
- 3 artistic or executive directors' compensation decreased by more than 25% from FY 2021 to FY 2022. 6 artistic or executive directors' compensation decreased by more than 25% from FY 2020 to FY 2021.
- 5 artistic or executive directors reported deferred compensation of greater than \$10,000 in FY 2022, and 6 in FY 2021.

### From Section IV: Additional Compensation, Related Foundations, and Other Findings

- The average compensation for **assistant/associate artistic director** in the **Largest 50** was \$183,041 in FY 2022, and \$182,087 in FY 2021.
- The average compensation for **school director** in the **Largest 50** was \$114,930 in FY 2022, and \$121,623 in FY 2021.
- According to New York City Ballet's 990, Peter Martins, former artistic director, was reported to have received additional payments of \$624,000 in both FY 2021 and FY 2022. Payments were reported to "Peter Martins Productions" under Section B of the 990 as an Independent Contractor and as a Business Transaction Involving Interested Persons under [Schedule L](#).

## This Report includes the following sections:

- I. Artistic and Executive Compensation in FY 2022 and FY 2021
  - Gender Pay Gap Year-Over-Year Comparisons
  - Highest and Lowest Paid Artistic and Executive Directors
  - **Largest 50, Next 50**, and **Additional 50** Artistic and Executive Director Average Compensations
- II. Performance Programming Analysis
  - **Largest 50** Artistic and Executive Director Compensation Compared to Company Budget Over Time
  - Compensation Changes Despite Company Budget Reduction in FY21
- III. Significant Changes in Compensation, Retirement and Other Deferred Compensation
- IV. Additional Employees, Related Foundations, and Other Findings
- V. Operational Definitions, Methodology, and Limitations

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

**Appendix B:** Companies with Available FY 2022 Form 990s

**Appendix C:** Artistic & Executive Director Changes in 2021 and 2022

# Section I: Artistic and Executive Compensation in FY 2022 and FY 2021

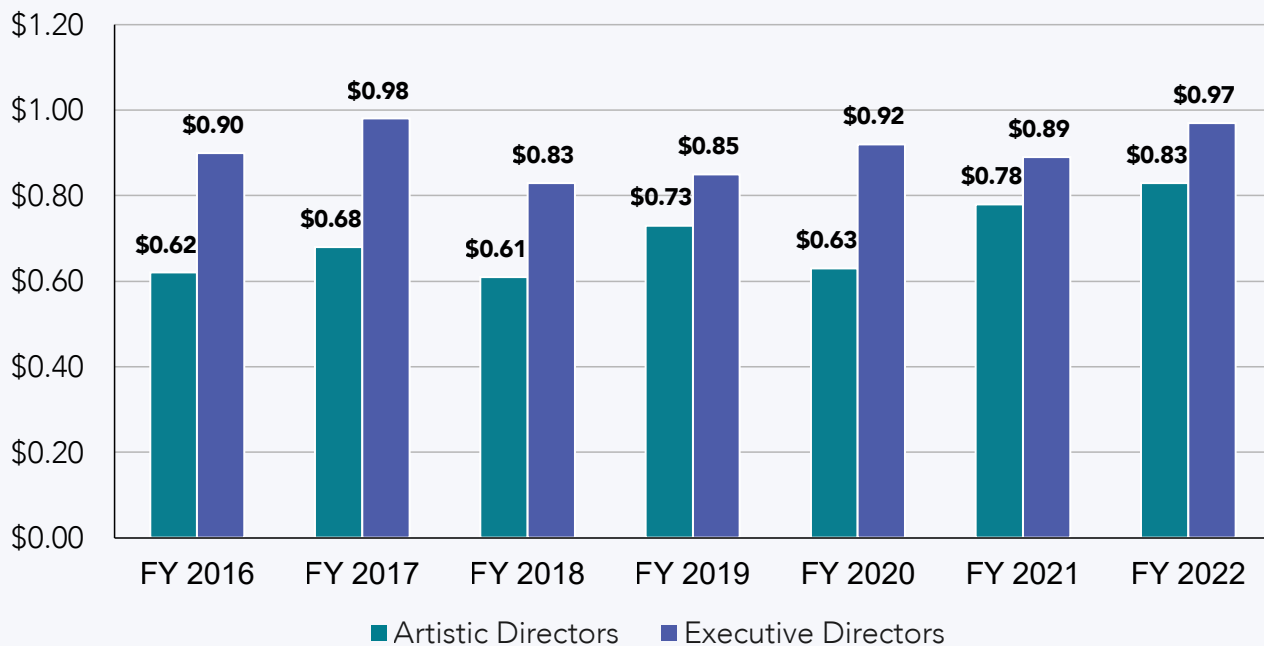
This section examines the compensation of artistic and executive directors at the Largest 150 classically based companies, evaluating both pay equity (or lack thereof) between male v. female leaders, as well as year-over-year comparisons.

The term “compensation” refer to the reportable compensation from the organization (W-2/1099-MISC/1099-NEC) (see Section V: Operational Definitions) and excludes additional payments such as retirement and other deferred compensation, and nontaxable benefits.

## Gender Pay Gap - Year-Over-Year Comparisons

The following graph displays the gender pay gap over time for artistic directors and executive directors in the **Largest 50**<sup>2</sup>. In FY 2022, female executive directors earned 3 cents less than their male counterparts, and female artistic directors earned 17 cents less than their male counterparts.

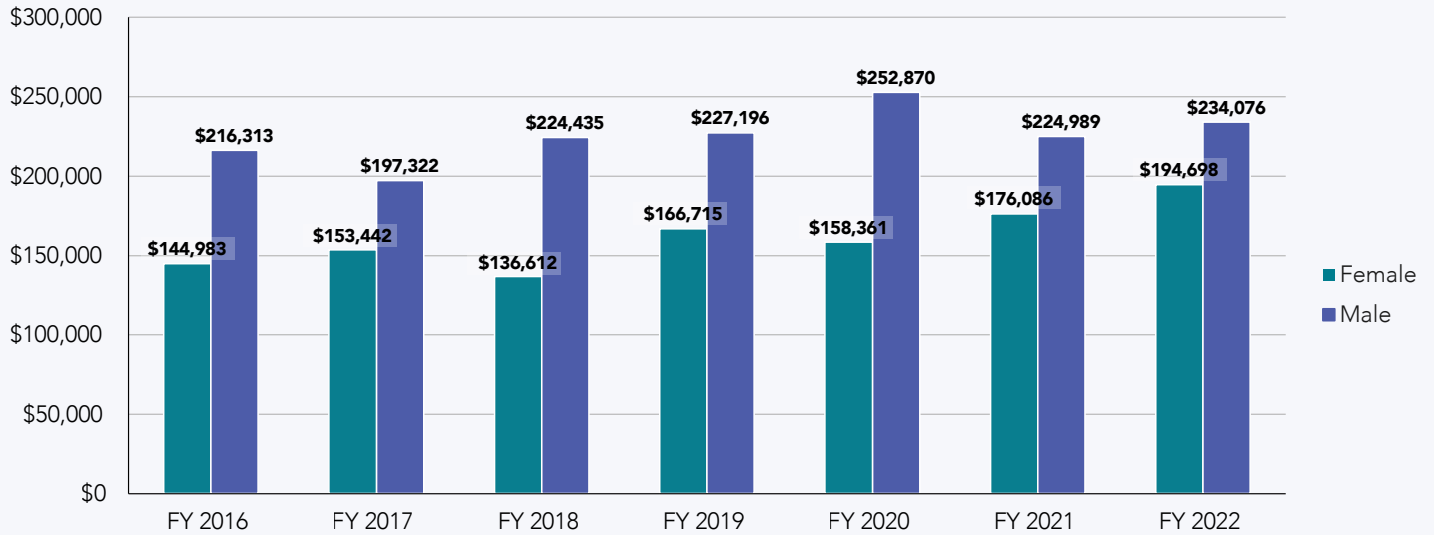
### Largest 50 Artistic and Executive Directors Female Earnings for Every Dollar Earned by Men



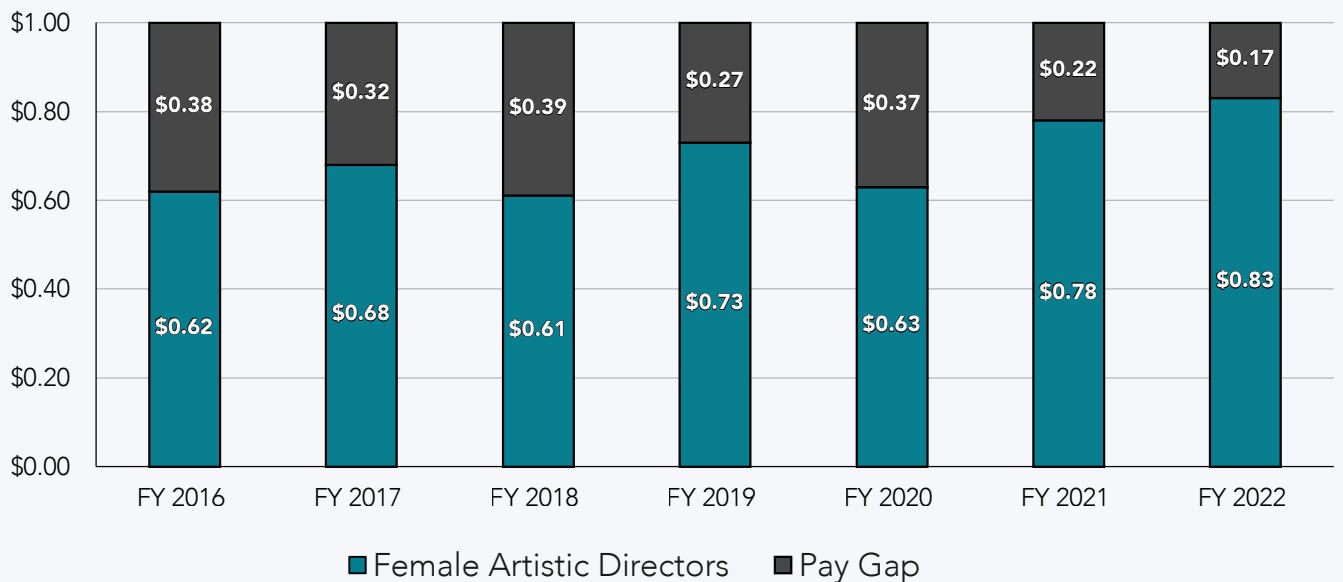
<sup>2</sup> American Ballet Theatre (#3), LA Dance Project (#42) and Ballet Magnificat! (#49) are not included in calculations as their FY 2022 990 forms are not yet available.

## Artistic Director Pay Gap

### Largest 50 - Average Artistic Director Compensation by Gender

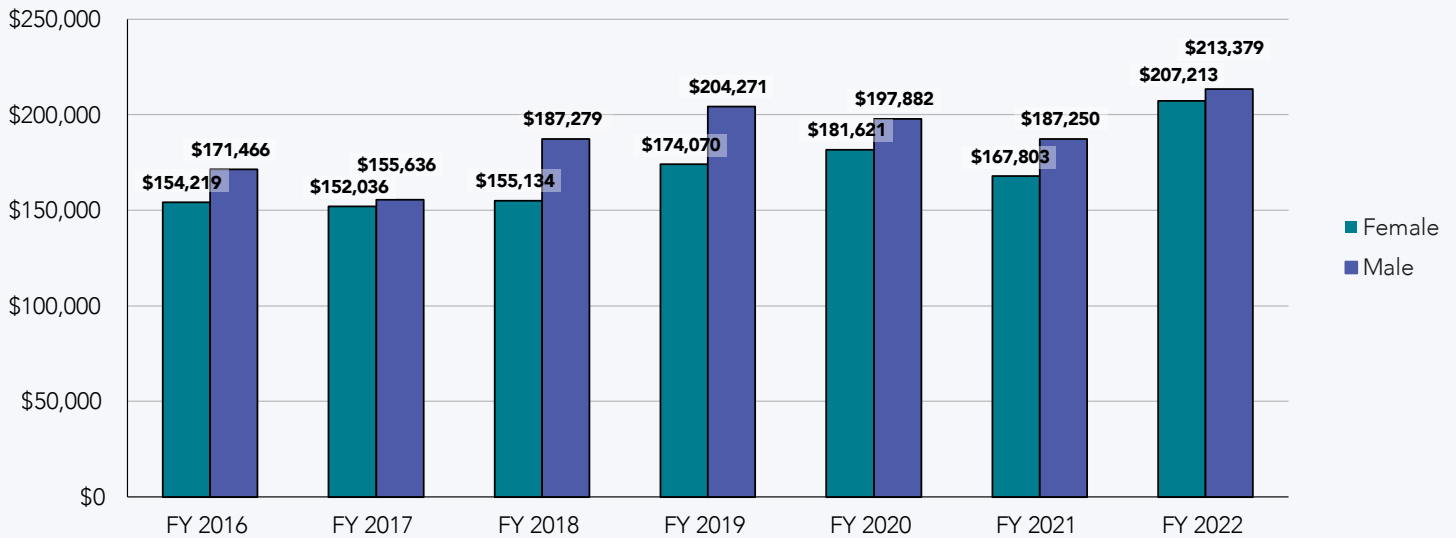


### Largest 50 - Artistic Directors Pay Gap Over Time

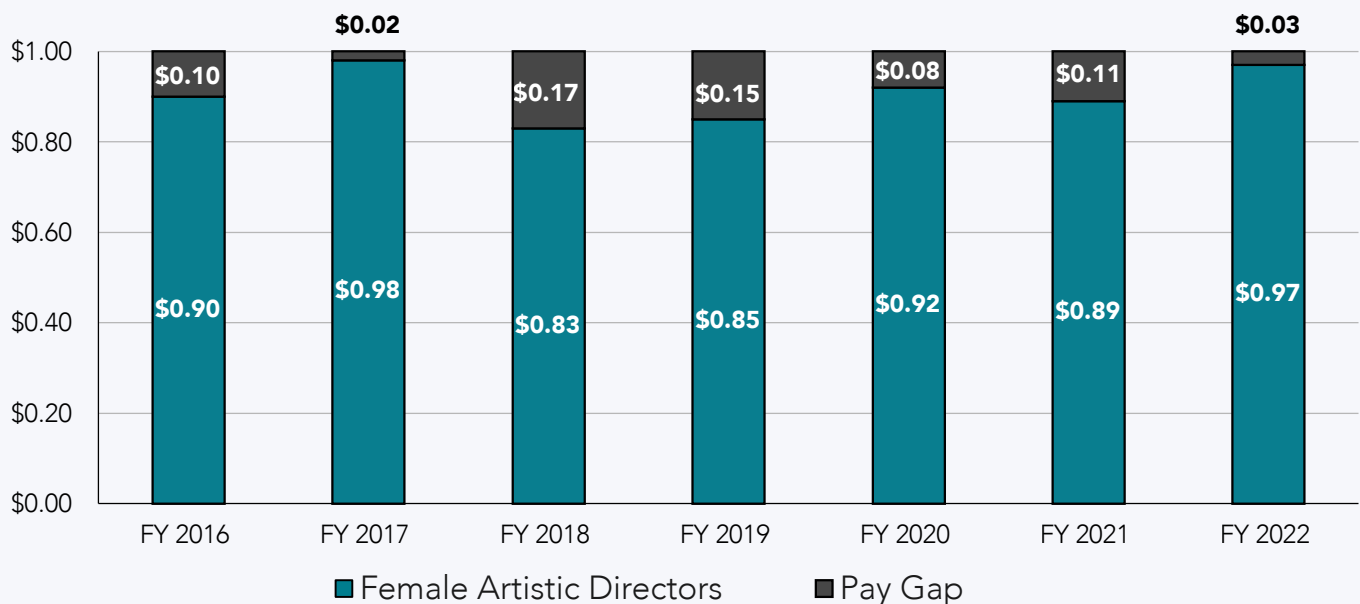


## Executive Director Pay Gap

### Largest 50 - Average Executive Director Compensation by Gender



### Largest 50 - Executive Directors Pay Gap Over Time





## Largest 50 - Average Artistic and Executive Director Compensation in FY 2022

### Artistic Directors

Based on the available FY 2022 data, DDP was able to source compensation information for 44 artistic directors within the **Largest 50**. The average compensation of these 44 artistic directors was \$225,127 (range: \$60,815-\$658,158) in FY 2022. There were 10 female artistic directors recorded with an average compensation of \$194,698 (range: \$83,797-\$465,276), and 34 men earning an average compensation of \$234,076 (range \$60,815-\$658,158). On average, women earned 83 cents per every dollar earned by men.

Within the **Largest 10** companies, artistic directors on average were compensated \$455,738.

DDP found 1 female artistic director earning<sup>3</sup> \$465,276, and 9 male artistic directors earning an average of \$454,545.

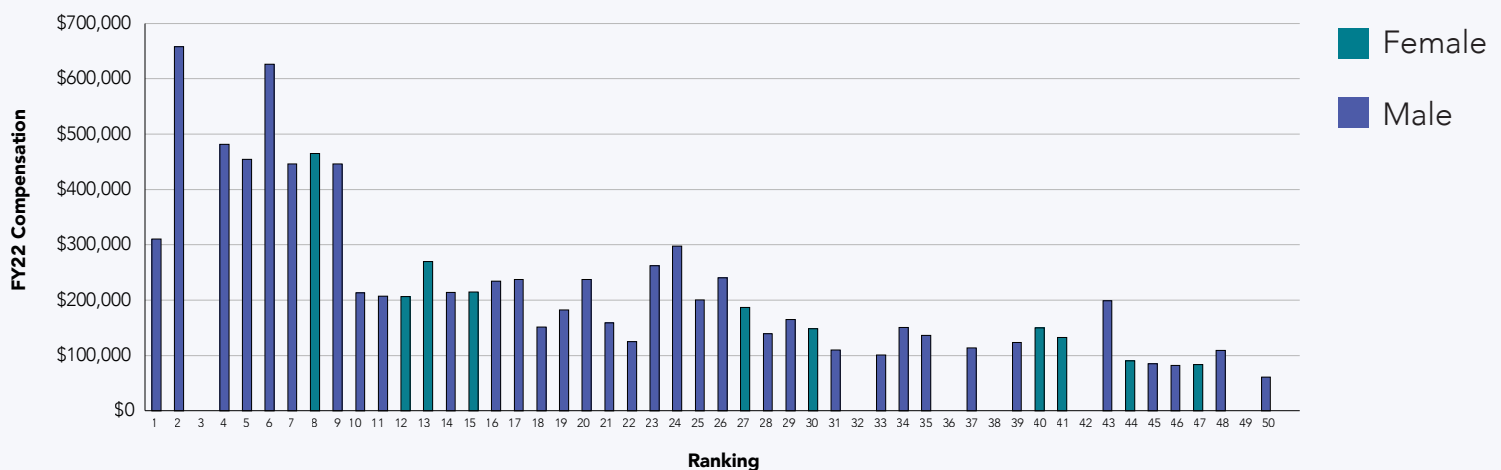
Within the **Largest 25** companies, artistic directors on average were compensated \$304,160.

DDP found 4 female artistic directors earning an average of \$288,934, and 21 male artistic directors earning an average of \$307,205.

Within the **Lower 25** companies, artistic directors on average were compensated \$130,286.

DDP found 7 female artistic directors earning an average of \$131,875, and 14 male artistic directors earning an average of \$129,606.

### Largest 50 - FY22 AD Compensation by Company Ranking



The following **Largest 50** companies' FY 2022 990 forms are unavailable:

American Ballet Theatre (#3), LA Dance Project (#42), and Ballet Magnificat! (#49).

3 As of December 2023, there are now 4 female artistic directors in the Largest 10. Lourdes Lopez, Susan Jaffe, Tamara Rojo, and Julie Kent as Co-artistic director. At this time, DDP does not have compensation information for Jaffe, Rojo, and Kent as this information will be disclosed in future tax filings.

Additionally, the following **Largest 50** companies do not have artistic director compensation available on their FY 2022 990 form:

Ballet Memphis (#32), Dallas Black Dance Theatre (#36), and American Repertory Ballet (#38).

**Executive Directors**

In FY 2022, DDP sourced compensation for 45 reported executive directors within the **Largest 50** with an average compensation of \$210,091 (range: \$54,662-\$690,425). DDP was able to obtain data for 24 female executive directors earning an average compensation of \$207,213(range: \$54,662-\$690,425), and 21 men earning an average compensation of \$213,379(range: \$81,539-\$538,921). On average, women earned 97 cents per every dollar earned by men.

Within the **Largest 10** companies, executive directors on average were compensated \$427,582.

DDP found 5 female executive directors earning an average of \$464,312, and 4 male executive directors earning an average of \$381,670.

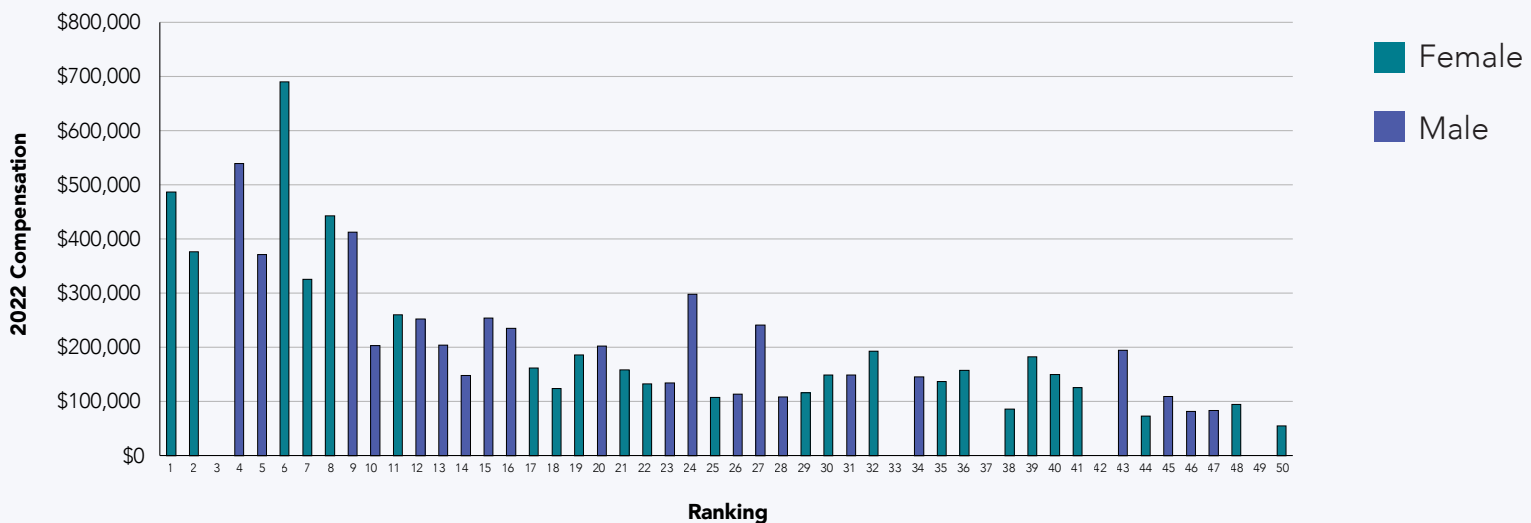
Within the **Largest 25** companies, executive directors on average were compensated \$279,470.

DDP found 12 female executive directors earning an average of \$287,712, and 12 male executive directors earning an average of \$271,228.

Within the **Lower 25** companies, executive directors on average were compensated \$130,800.

DDP found 12 female executive directors earning an average of \$123,900, and 9 male executive directors earning an average of \$138,391.

**Largest 50 - FY22 ED Compensation by Company Ranking**



The following **Largest 50** companies' FY 2022 990 forms are unavailable and do not have executive director compensation:

American Ballet Theatre (#3), LA Dance Project (#42), and Ballet Magnificat! (#49).

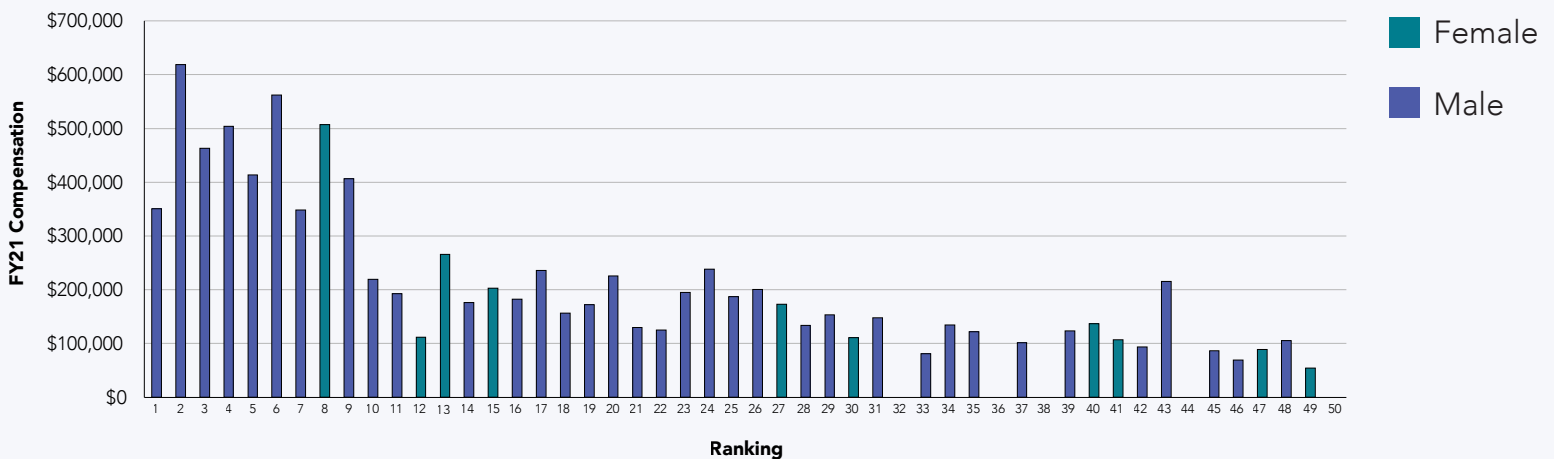
Additionally, Carolina Ballet (#33) does not have executive director compensation available on their FY 2022 990 form.

## Largest 50 - Average Artistic and Executive Director Compensation in FY 2021

### Artistic Directors

In FY 2021, DDP sourced compensation for 45 artistic directors within the **Largest 50** companies, revealing an average compensation of \$214,121. 10 female artistic directors earned an average compensation of \$176,086 (range: \$54,750-\$507,362), and 35 male artistic directors earned an average compensation of \$224,989 (range: \$69,038-\$618,566), **On average, women earned 78 cents per dollar earned by men.**

### Largest 50 - FY21 AD Compensation by Company Ranking



Within the **Largest 10** companies, artistic directors on average were compensated \$439,394.

DDP found 1 female artistic director<sup>4</sup> earning \$507,362, and 9 male artistic directors earning an average of \$431,841.

Within the **Largest 25** companies, artistic directors on average were compensated \$287,767.

DDP found 4 female artistic directors earning an average of \$272,176, and 21 male artistic directors earning an average of \$234,578.

4 In FY21, Lourdes Lopez was the only female artistic director in the **Largest 10**.

Within the **Lower 25** companies, artistic directors on average were compensated \$122,065. DDP found 6 female artistic directors earning an average of \$112,027, and 14 male artistic directors earning an average of \$126,367.

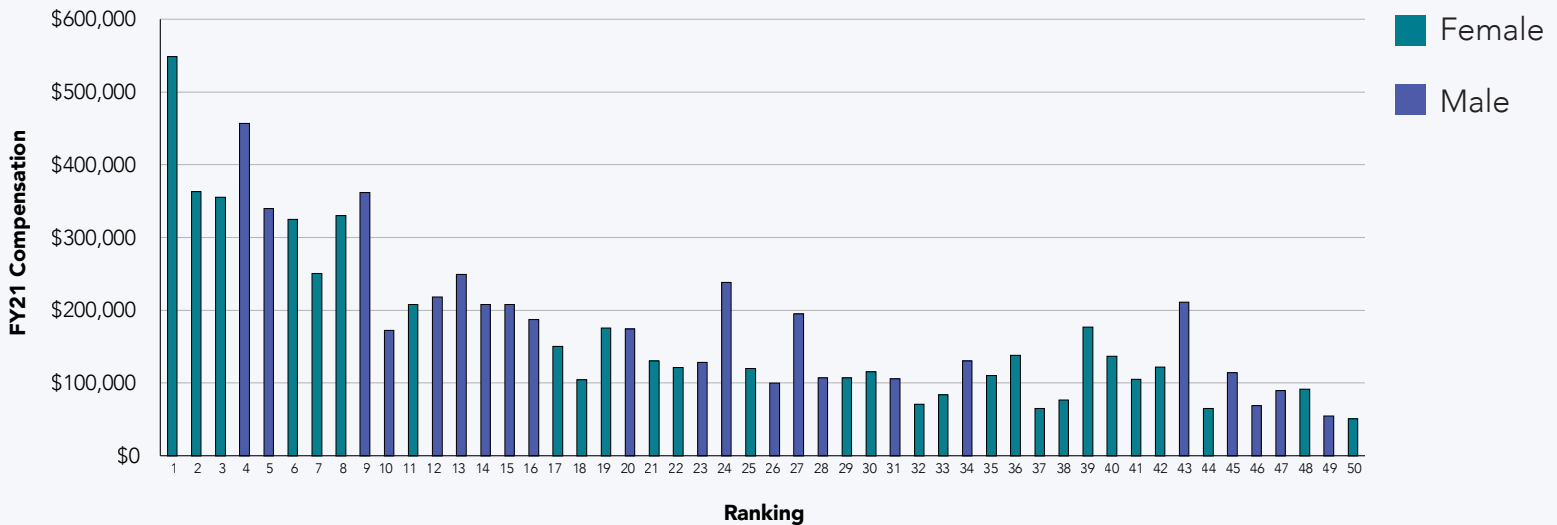
The following companies within the **Largest 50** do not have artistic director compensation information available on their FY 2021 990:

Ballet Memphis (#32), Dallas Black Dance Theatre (#36), American Repertory Ballet (#38), Alabama Ballet (#44), and Wonderbound (#50).

### Executive Directors

In FY 2021, DDP sourced compensation for 50 executive directors within the **Largest 50** companies, earning an average compensation of \$176,362. 28 female executive directors earned an average compensation of \$167,807 (range: \$50,638-\$548,704) and 22 male executive directors with earned an average of \$187,250 (range: \$54,750-\$456,771), Within the **Largest 50**, **women earned 89 cents per dollar earned by men in FY 2021.**

### Largest 50 - FY21 ED Compensation by Company Ranking



Within the **Largest 10** companies, executive directors on average were compensated \$350,310. DDP found 6 female executive directors earning an average of \$362,071, and 4 male executive directors earning an average of \$332,668.

Within the **Largest 25** companies, executive directors on average were compensated \$245,034.

DDP found 13 female executive directors earning an average of \$244,853<sup>5</sup>, and male executive directors earning an average of \$245,230.

Within the **Lower 25** companies, executive directors on average were compensated \$107,689.

DDP found 14 female executive directors earning an average of \$101,033, and 10 male executive directors earning an average of \$117,674.

## Next 50 - Average Artistic and Executive Director Compensation in FY 2022

In FY 2022, DDP sourced compensation for 26 artistic directors in the **Next 50**. On average, artistic directors within the Next 50 were compensated \$66,139. 19 female artistic directors earned an average of \$71,556 (range: \$30,990-\$113,623). 7 male artistic directors earned an average of \$51,438 (range: \$25,944-\$78,819).

In FY 2022, DDP sourced compensation for 29 executive directors in the **Next 50**. On average, executive directors within the Next 50 were compensated \$62,981. 21 female executive directors earned an average of \$59,034 (range: \$1,000-\$113,623). 8 male executive directors earned an average of \$73,342 (range: \$50,000-\$87,792).

The following companies within the **Next 50** reported artistic director compensation for FY 2022:

- Fort Wayne Ballet (#54)
- Cleveland Ballet (#57)
- American Midwest Ballet (#59)
- Diablo Ballet (#61)
- New Ballet (#63)
- Ballet 5:8 (#65)
- Los Angeles Ballet (#66)
- Manassas Ballet Theatre (#68)
- Ballet Virginia (#69)
- Charlottesville Ballet (#70)
- Ballet Theatre of Maryland (#73)
- PHILADANCO! (#74)
- Brooklyn Ballet (#76)
- Saint Louis Ballet (#77)
- Eglevsky Ballet (#78)
- First State Ballet Theatre (#79)
- Rochester City Ballet (#83)
- Portland Ballet (#86)
- The Georgia Ballet (#88)
- Maine State Ballet (#96)
- Ballet Fantastique (#97)
- Winston-Salem Festival Ballet (#98)
- New Orleans Ballet Theatre (#99)
- Chamber Dance Project (#100)

The following companies in the **Next 50** reported executive director compensation for FY 2022:

- Newport Contemporary Ballet (#52)
- Ballet Rhode Island (#53)
- Fort Wayne Ballet (#54)
- Cleveland Ballet (#57)
- Ballet San Antonio (#58)
- American Midwest Ballet (#59)
- Ballet Sun Valley (#60)
- Diablo Ballet (#61)
- State Street Ballet (#64)
- Ballet 5:8 (#65)
- Los Angeles Ballet (#66)
- Charlottesville Ballet (#70)
- Boulder Ballet (#72)
- PHILADANCO! (#74)
- Saint Louis Ballet (#77)
- Eglevsky Ballet (#78)
- First State Ballet Theatre (#79)
- Ballet Pensacola (#80)
- Rochester City Ballet (#83)
- Madison Ballet (#85)
- Portland Ballet (#86)
- The Georgia Ballet (#88)
- Ohio Contemporary Ballet (formerly Verb Ballets) (#89)
- The Minnesota Ballet (#91)
- James Sewell Ballet (#95)
- Ballet Fantastique (#97)
- Winston-Salem Festival Ballet (#98)
- Chamber Dance Project (#100)

<sup>5</sup> Milwaukee Ballet's fiscal year is 8/1-7/31. Tai Pauls took over the role from Anne Metcafe in May 2021. Anne Metcalfe's compensation was used for FY 2021 calculations.

## Next 50 - Average Artistic and Executive Director Compensation in FY 2021

In FY 2021, DDP sourced compensation for 25 artistic directors within the **Next 50** companies. On average, artistic directors were compensated \$59,929. 17 female artistic directors earned an average of \$65,567 (range: \$24,690-\$84,487). 8 male artistic directors earned an average of \$47,948 (range: \$30,294-\$117,321).

In FY 2021, DDP sourced compensation for 27 executive directors within the **Next 50** companies. On average, artistic directors were compensated \$58,240. 19 female executive directors earned an average of \$53,264 (range: \$3,200-\$117,231). 8 male executive directors earned an average of \$70,058 (range: \$27,882-\$84,487).

The following companies within the **Next 50** reported artistic director compensation for FY 2021:

- Fort Wayne Ballet (#54)
- Cleveland Ballet (#57)
- American Midwest Ballet (#59)
- Diablo Ballet (#61)
- New Ballet (#63)
- Ballet 5:8 (#65)
- Los Angeles Ballet (#66)
- Manassas Ballet Theatre (#68)
- Ballet Virginia (#69)
- Charlottesville Ballet (#70)
- Ballet Theatre of Maryland (#73)
- Brooklyn Ballet (#76)
- Saint Louis Ballet (#77)
- Eglevsky Ballet (#78)
- First State Ballet Theatre (#79)
- Rochester City Ballet (#83)
- The Georgia Ballet (#88)
- Maine State Ballet (#96)
- Ballet Fantastique (#97)
- Winston-Salem Festival Ballet (#98)
- New Orleans Ballet Theatre (#99)
- Chamber Dance Project (#100)

The following companies in the **Next 50** reported executive director compensation for FY 2021:

- Newport Contemporary Ballet (#52)
- Ballet Rhode Island (#53)
- Fort Wayne Ballet (#54)
- Post:ballet (#56)
- Cleveland Ballet (#57)
- Ballet San Antonio (#58)
- American Midwest Ballet (#59)
- Ballet Sun Valley (#60)
- Diablo Ballet (#61)
- State Street Ballet (#64)
- Ballet 5:8 (#65)
- Los Angeles Ballet (#66)
- Charlottesville Ballet (#70)
- Boulder Ballet (#72)
- Saint Louis Ballet (#77)
- Eglevsky Ballet (#78)
- First State Ballet Theatre (#79)
- Ballet Pensacola (#80)
- Madison Ballet (#85)
- The Georgia Ballet (#88)
- Ohio Contemporary Ballet (formerly Verb Ballets) (#89)
- The Minnesota Ballet (#91)
- James Sewell Ballet (#95)
- Ballet Fantastique (#97)
- Winston-Salem Festival Ballet (#98)
- Chamber Dance Project (#100)

## Additional 50 - Average Artistic and Executive Director Compensation in FY 2022

In FY 2022, DDP sourced compensation for 17 artistic directors earning an average of \$40,959 within the **Additional 50**. 8 female artistic directors earned an average of \$38,964 (range: \$9,800-\$66,923). 9 male artistic directors earned an average of \$42,732 (range: \$30,000-\$62,355).

In FY 2022, DDP sourced compensation for 14 executive directors earning an average salary of \$45,560 within the **Additional 50**. 7 female executive directors earned an average of \$56,464 (range: \$27,500-\$83,295). 7 male executive directors earned an average of \$34,655 (range: \$9,800-\$60,432).

The following **Additional 50** companies reported artistic director compensation for FY 2022:

- Les Ballets Trockadero de Monte Carlo (#102)
- Ballet des Amériques (#128)
- Terpsicorps Theatre of Dance (#141)
- Ballethnic Dance Company (#105)
- Kentucky Ballet Theatre (#129)
- The Rosin Box Project (#144)<sup>6</sup>
- Anaheim Ballet (#107)
- Ballet Tucson (#130)
- Ballet Palm Beach (#149)
- Lexington Ballet Company (#112)
- American Contemporary Ballet (#131)
- New York Theatre Ballet (#113)
- Ballet Frontier (#132)
- Ballet Vero Beach (#126)

The following **Additional 50** companies reported executive director compensation for FY 2022:

- San Diego Ballet (#101)
- Moveius Contemporary Ballet (#119)
- Ballet des Amériques (#128)
- Les Ballets Trockadero de Monte Carlo (#102)
- The Charleston Ballet (#122)
- American Contemporary Ballet (#131)
- Syracuse City Ballet (#103)
- Marigny Opera Ballet (#124)
- Greensboro Ballet (#137)
- The Tallahassee Ballet (#106)
- Ballet Vero Beach (#126)
- Paradosi Ballet Company (#143)
- The Roxey Ballet Company (#127)
- The Rosin Box Project (#144)

## Additional 50 - Average Artistic and Executive Director Compensation in FY 2021

For FY 2021, DDP sourced compensation for 18 artistic directors within the **Additional 50** earning an average of \$46,392. 7 female artistic directors earned an average of \$47,731 (range: \$30,000-\$100,000). 11 male artistic directors earned an average of \$47,270 (range: \$11,500-\$90,000).

For FY 2021, DDP sourced compensation for 13 executive directors within the **Additional 50** earning an average of \$44,308. Of those reported, 7 female executive directors earned an average of \$47,832 (range: \$24,220-\$81,849). 6 male executive directors earned an average of \$40,197 (range: \$25,000-\$57,347) for FY 2021.

The following **Additional 50** companies reported artistic director compensation for FY 2021:

- Les Ballets Trockadero de Monte Carlo (#102)
- New York Dance Project (#109)
- New York Theatre Ballet (#113)
- Anaheim Ballet (#107)
- BalletCollective (#110)
- Oakland Ballet Company (#118)
- Lexington Ballet Company (#112)
- Arc Dance (#121)

<sup>6</sup> The Rosin Box Project had 2 filings ending in FY22. DDP used the most recently filed 990.

- Ballet Vero Beach (#126)
- The Roxey Ballet Company (#127)
- Ballet des Amériques (#128)
- Kentucky Ballet Theatre (#129)
- Ballet Tucson (#130)
- American Contemporary Ballet (#131)
- Ballet Frontier (#132)
- Terpsicorps Theatre of Dance (#141)
- Menlowe Ballet (#150)

The following **Additional 50** companies reported executive director compensation for FY 2021:

- San Diego Ballet (#101)
- Les Ballets Trockadero de Monte Carlo (#102)
- Syracuse City Ballet (#103)
- The Tallahassee Ballet (#106)
- Moveius Contemporary Ballet (#119)
- The Charleston Ballet (#122)
- Marigny Opera Ballet (#124)
- Ballet Vero Beach (#126)
- The Roxey Ballet Company (#127)
- Ballet des Amériques (#128)
- American Contemporary Ballet (#131)
- Greensboro Ballet (#137)
- Paradosi Ballet Company (#143)



## Section II: Artistic and Executive Compensation in Relation to Company Expenditures

For FY 2022, within the **Largest 50** companies, artistic director's compensation constituted an average of 2.50% of total reported expenses, while the average executive director's compensation represented 2.44% of the total expenses.

**NOTE:** Compensation from companies within **Next 50** and **Additional 50** are not included in because not enough data is available. All company rankings are based on FY 2021.

The following companies do not have artistic director compensation information available for for years between FY 2018-FY 2022:

- New York City Ballet (#1): FY 2018 and FY 2019
- American Ballet Theatre (#3): FY 2022
- Ballet Memphis (#32): FY 2022
- Dallas Black Dance Theatre (#36): FY 2018-FY 2022
- American Repertory Ballet (#38): FY 2018-FY 2022
- BalletX (#40): FY 2018-FY 2020
- The Alabama Ballet (#44): FY 2019 and FY 2020
- LA Dance Project (#42): FY 2022
- Ballet Magnificat! (#49): FY 2022
- Wonderbound (#50): FY 2019-FY 2021

The following companies do not have executive director compensation information available for for years between FY 2018-FY 2022:

- American Ballet Theatre (#3): FY 2022
- The Washington Ballet (#13): FY 2018 and FY 2019
- Oregon Ballet Theatre (#31): FY 2018
- Ballet Memphis (#32): FY 2019
- Carolina Ballet (#33): FY 2022
- Louisville Ballet (#37): FY 2019 and FY 2022
- Oklahoma City Ballet (#35): FY 2018
- Louisville Ballet (#37): FY 2019 and FY 2022
- BalletX (#40): FY 2018-FY 2020
- LA Dance Project (#42): FY 2022
- Ballet Magnificat! (#49): FY 2022

### Largest 50 - Artistic and Executive Director Compensation Compared to Company Budget Over Time

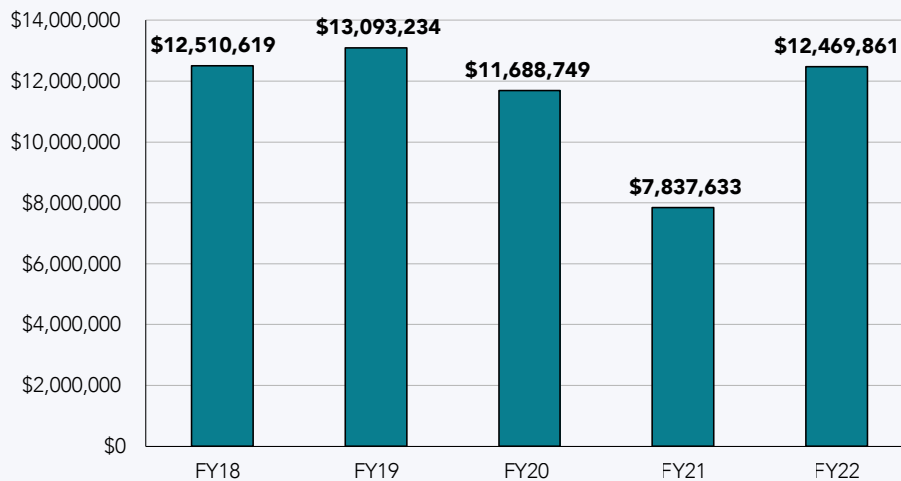
As outlined in [The Largest Ballet & Classically Based Companies](#) report published in August 2023, in FY 2021 the **Largest 50** ballet companies accounted for 88.68% of total expenditures within the Largest 150 ballet companies. In FY 2020, they accounted for 90.37%.

The following figures show the percentage of total expenses allocated towards artistic and executive director compensation in the **Largest 50**, then broken down into **Largest 10**, **Upper 25**, and **Lower 25**. Within the **Largest 50**, average artistic director compensation as a percentage of total company expenditures increased from 1.59% in FY 2018 to 2.50% in FY 2022. Average executive director compensation as a percentage of total company expenditures increased from 1.38% in FY 2018 to 2.44% in FY 2022. While average compensation has proportionally increased over time, average expenses within the **Largest 50** have stayed within the range of \$11,688,749-\$13,093,234 (with the exception of FY21 average of \$7,837,633).

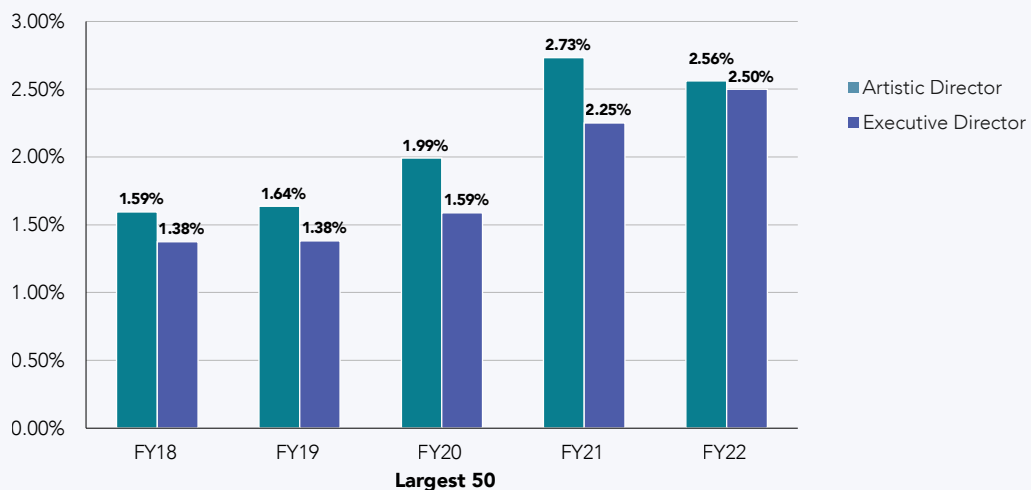
## Largest 50 - Artistic and Executive Director Compensation as % of Budget Over Time

In FY 2022, the **Largest 50** average company budget by expenditure was \$12,469,861. Artistic director compensation averaged 2.56% of total expenses, and executive director compensation averaged 2.50% of total expenses.

### Largest 50 - Average Company Budget by Expenditure



### Largest 50 - Compensation as Percentage of Total Expenses

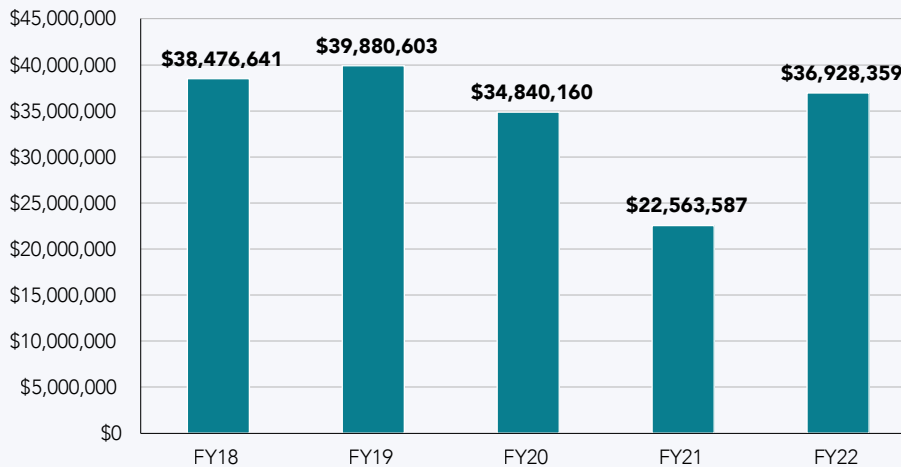


## Largest 10 - Artistic and Executive Director Compensation as % of Budget Over Time

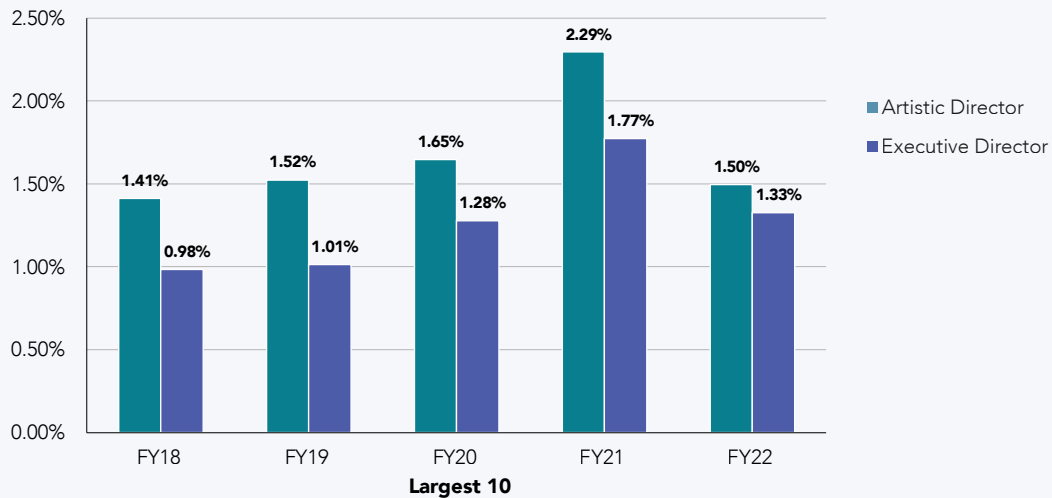
The **Largest 10** companies accounted for 58% of **Largest 50** expenditures in FY 2021. In FY 2020 they accounted for 60%.

In FY 2022, the **Largest 10** average company budget by expenditure was \$36,928,359. Artistic director compensation averaged 1.50% of total expenses, and executive director compensation averaged 1.33% of total expenses.

### Largest 10 - Average Company Budget by Expenditure



### Largest 10 - Compensation as Percentage of Total Expenses

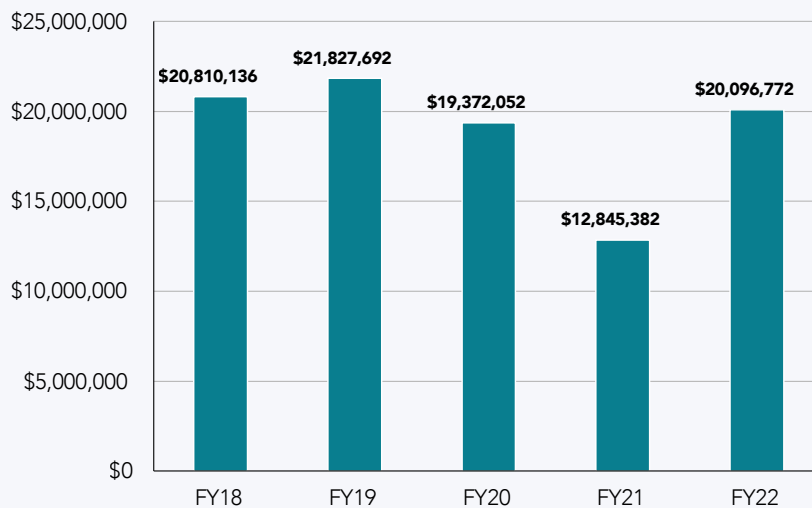


## Upper 25 - Artistic and Executive Director Compensation as % of Company Budget

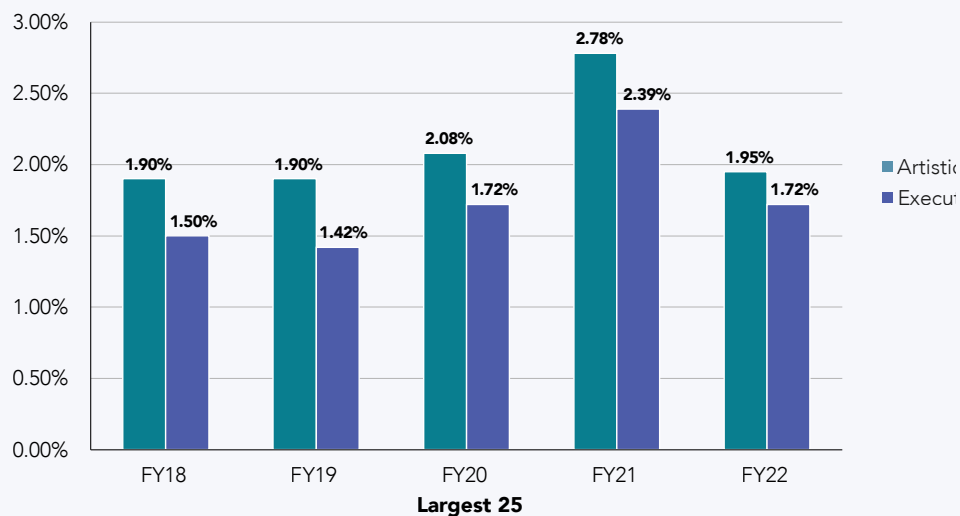
The **Upper 25** companies (companies ranked #1-25) accounted for 82% of the **Largest 50** expenditures in FY 2021. In FY 2020 they accounted for 83%.

In FY 2022, the **Upper 25** average company expense was \$20,096,772. Artistic director compensation averaged 1.95% of total expenses, and executive director compensation averaged 1.72% of total expenses.

### Upper 25 - Average Company Budget by Expenditure



### Upper 25 - Compensation as Percentage of Total Expenses

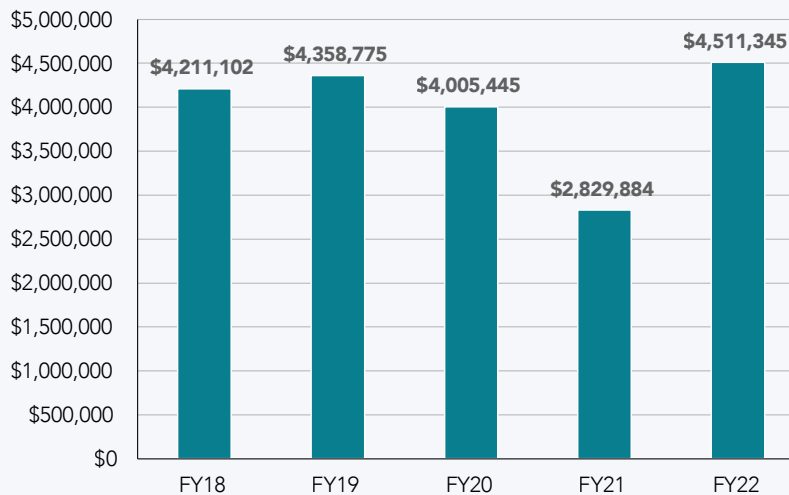


## Lower 25 - Artistic and Executive Director Compensation as % of Company Budget

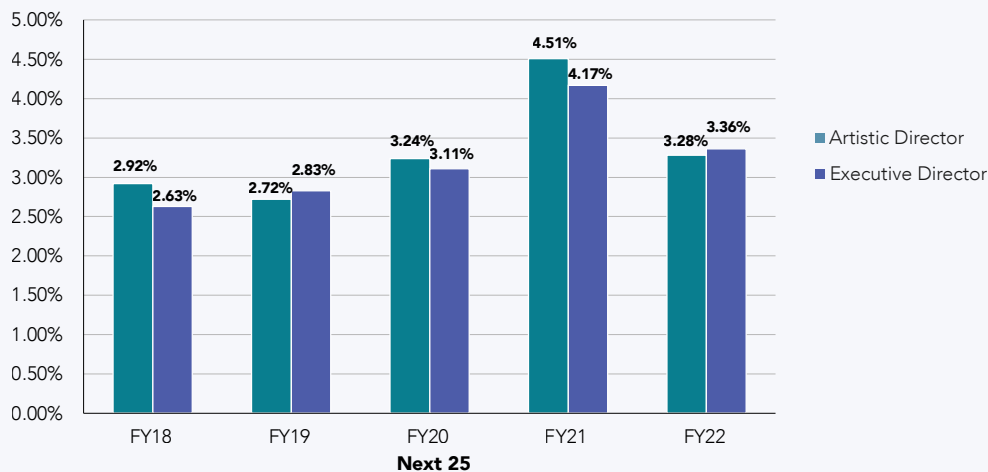
The **Lower 25** companies (companies ranked #26-50) accounted for 18% of the **Largest 50** expenditures in FY 2021. In FY 2020 they accounted for 17%.

In FY 2022, the **Lower 25** average company budget by expenditure was \$4,511,345. Artistic director compensation averaged 3.28% of total expenses, and executive director compensation averaged 3.36% of total expenses.

### Lower 25 - Average Company Budget by Expenditure



### Lower 25 - Compensation as Percentage of Total Expenses



## Proportionally Highest Compensated Individuals FY22 and FY21

Individuals that were mostly highly compensated in relation to company budget in FY 2022 were:

- Tom Mossbrucker, artistic director of Aspen Santa Fe Ballet, earned \$199,100; 10.86% of the total budget.
- Jean-Philippe Malaty, executive director of Aspen Santa Fe Ballet, earned \$194,600; 9.80% of the total budget.
- Gretchen Wollert McLennon, executive director of Ballet Memphis, earned \$193,269; 5.01% of the total budget.

Individuals that were most highly compensated in relation to company budget in FY 2021 were:

- Tom Mossbrucker, artistic director of Aspen Santa Fe Ballet<sup>7</sup>, earned \$215,600; 10.78% of the total budget.
- Jean-Philippe Malaty<sup>8</sup>, executive director of Aspen Santa Fe Ballet, earned \$211,100; 10.55% of the total budget.
- Garrett Anderson, artistic director of Ballet Idaho, earned \$105,423; 7.06% of the total budget.
- Beth Barbre, executive director of Nevada Ballet Theatre, earned \$177,164; 6.65% of the total budget.
- Glenn Del Vecchio, executive director of Grand Rapids Ballet, earned \$114,331; 6.61% of the total budget.

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7 Aspen Santa Fe Ballet's amended FY 2021 990 was made available to the public in January 2023. The figures reported in their amended filing were utilized in calculations. The professional company was dissolved in March of 2021, which falls within ASFB's FY 2021 year, which runs 9/1/20-8/31/21. For this reason, it is included in this report. Going forward DDP will include ASFB in the venues/presenter category only.

8 Jean-Philippe Malaty was reported as receiving an additional salary of \$228,292 from the Aspen Santa Fe Ballet endowment in FY21, bringing his total compensation to \$439,392. However, after being contacted by DDP in November 2023, ASFB amended their FY 2021 990 on December 19, 2023 to indicate ED Malaty did not receive a salary in FY 2021 through the endowment.. More information on related foundations can be found in Section IV. See Footnote 31 further regarding ASFB and related entity.

## Compensation Increase Despite Company Budget Reduction in Fiscal Year 2021

This section focuses on the compensation of artistic and executive directors as the industry recovered from the effects of the COVID-19 pandemic over FY 2021 and FY 2022. In FY 2021, the Largest 150 companies operated with a combined expenditure of \$441,886,534, a 31.62% decrease from the previous year. While the combined expenditure decreased, the compensations for many artistic and executive directors increased in FY 2021. To show trends longitudinally, FY 2021 to FY 2022 is listed and an individual's role start year is noted.

Within the Largest 150, DDP found 23 artistic directors who received increases in compensation from FY 2020 to FY 2021 despite a company budget decrease within the same timeframe.

An asterisk (\*) indicates the individual is no longer in this role.

Artistic Director and Company	Company Budget Change (FY20 to FY21)	AD Compensation Change (FY20 to FY21)	Company Budget Change (FY21 to FY22)	AD Compensation Change (FY21 to FY22)	Role Start Year
<b>Lincoln Jones (American Contemporary Ballet)</b>	-73.01%	+78.42%	+178.69%	-54.26%	2011
<b>Donna Bontrager (Ballet Fantastique)</b>	-17.85%	+40.63%	+72.81%	+24.65%	2000
<b>Toni Pimble (Eugene Ballet)</b>	-31.38%	+30.17%	+67.72%	-6.21%	1978
<b>Lawrence Rosenberg (Anaheim Ballet)</b>	-28.97%	+27.27%	+60.99%	-7.14%	2012
<b>Amy Grant Wolfe (Manassas Ballet Theatre)</b>	-8.52%	+20.83%	+33.63%	+5.75%	1999
<b>Sarma Lapeniaks Rosenberg (Anaheim Ballet)</b>	-8.52%	+19.51%	+60.99%	-6.12%	2012
<b>Karen Gibbons Brown (Fort Wayne Ballet)</b>	-3.30%	+19.14%	+5.13%	+9.81%	1998
<b>Mark Roxey (The Roxey Ballet Company)</b>	-28.53%	+16.99%	+51.25%	+5.38%	1995
<b>Kevin McKenzie* (American Ballet Theatre)</b>	-0.83%	+16.50%	Information not available	Information not available	1992
<b>Zalman Raffael (Carolina Ballet)</b>	-39.86%	+13.37%	+82.12%	+24.16%	2019
<b>Erika Overturff (American Midwest Ballet)</b>	-28.95%	+12.64%	+33.84%	-3.08%	2009
<b>Gen Horiuchi (Saint Louis Ballet)</b>	-43.22%	+12.21%	+99.33%	+37.28%	2000
<b>Emily Harkta<sup>9</sup> (Charlottesville Ballet)</b>	-23.33%	+7.35%	+29.42%	+31.98%	2008
<b>Suzanne Lownsbury (Ballet Virginia)</b>	-14.63%	+5.00%	+24.32%	+3.41%	2008

<sup>9</sup> Charlottesville Ballet has 2 artistic/executive directors. Sara Clayborne is not listed in this table because her compensation decreased from FY20 to FY21 by -10.05%. In FY21 to FY22, her compensation changed by +54.85%.

Artistic Director and Company	Company Budget Change (FY20 to FY21)	AD Compensation Change (FY20 to FY21)	Company Budget Change (FY21 to FY22)	AD Compensation Change (FY21 to FY22)	Role Start Year
Janina Michalski (Ballet Virginia)	-14.63%	+5.00%	+24.32%	+3.45%	2008
Lourdes Lopez (Miami City Ballet)	-34.57%	+3.54%	+55.34%	-8.30%	2012
Hope Muir* (Charlotte Ballet)	-40.39%	+3.05%	+84.34%	+8.04%	2017
Graham Lustig (Oakland Ballet Company)	-65.56%	+2.86%	+212.69%	Information not available	2010
Marcello Angelini (Tulsa Ballet)	-28.26%	+2.27%	+55.68%	+19.64%	1995
Victoria Morgan* (Cincinnati Ballet)	-18.97%	+1.17%	+51.14%	+5.66%	1996
Stanton Welch (Houston Ballet)	-39.16%	+1.03%	+61.47%	+9.88%	2003
Alonzo King (Alonzo King LINES Ballet)	-31.38%	+0.66%	+70.17%	+11.54%	1982
Kevin Irving* (Oregon Ballet Theatre)	-52.24%	+0.03%	+107.94%	-25.72% <sup>10</sup>	2013

Within the **Largest 150**, DDP found 26 executive directors who received increases in compensation from FY 2020 to FY 2021 or FY 2021 to FY 2022, despite a company budget decrease within the same timeframe. An asterisk (\*) indicates the individual is no longer in this role.

Executive Director and Company	Company Budget Change (FY20 to FY21)	ED Compensation Change (FY20 to FY21)	Company Budget Change (FY21 to FY22)	ED Compensation Change (FY21 to FY22)	Role Start Year
Rita Taylor (Winston-Salem Festival Ballet)	-14.49%	+255.56%	+21.59%	-68.75%	2008
Claudia Anata Hubiak (Boulder Ballet)	-15.90%	+204.88%	+49.17%	+7.64%	2019
Kelly Tweeddale* (San Francisco Ballet)	-23.18%	+129.41%	+35.98%	+3.62% <sup>11</sup>	2019
Kathleen Breen Combes (Ballet Rhode Island)	-11.23%	+119.37%	+50.29%	+17.56%	2019
Laura von Boecklin Curry (Ballet Idaho)	-21.67%	+117.39%	+57.17%	+4.03%	2019
Deborah Hawkins (Ballet Pensacola)	-19.25%	+101.07%	+9.51%	+4.09%	2019
Michael Pastreich* (The Washington Ballet)	-31.85%	+58.16%	+62.43%	-18.29% <sup>12</sup>	2019

<sup>10</sup> Peter Franc became Interim Artistic Director in 2022.

<sup>11</sup> Kelly Tweeddale stepped down from her position as Executive Director of San Francisco Ballet in June 2021. Danielle St Germain was appointed Interim Executive Director in June 2021, Executive Director in March 2022, and left in April 2023.

<sup>12</sup> Michael Pastreich resigned as Executive Director of The Washington Ballet in July 2020, but was still reported in their FY 2021 990. Patrick Muhlen Schulte was the reported Executive Director for FY22.



Executive Director and Company	Company Budget Change (FY20 to FY21)	ED Compensation Change (FY20 to FY21)	Company Budget Change (FY21 to FY22)	ED Compensation Change (FY21 to FY22)	Role Start Year
<b>Jonathan Solari* (Madison Ballet)</b>	-49.01%	+57.02%	+185.29%	+15.48%	2019
<b>Hannah Bontrager (Ballet Fantastique)</b>	-17.85%	+46.79%	+72.81%	+24.17%	2000
<b>Josh Neckels (Eugene Ballet)</b>	-18.16%	+30.17%	+67.72%	-6.21%	2016
<b>Elizabeth Harler Stephens (Les Ballets Trockadero de Monte Carlo)</b>	-61.97%	+27.59%	+229.24%	0.00%	2021
<b>Anne Metcalfe* (Milwaukee Ballet)</b>	-35.05%	+22.18%	+43.95%	-10.26% <sup>13</sup>	2018
<b>Kelli Latuska (The Minnesota Ballet)</b>	-40.31%	+17.40%	+56.50%	-2.89%	2018
<b>Mark Roxey (The Roxey Ballet Company)</b>	-28.53%	+16.99%	+51.25%	+5.38%	1995
<b>Erika Overturff (American Midwest Ballet)</b>	-28.95%	+12.64%	+33.84%	-3.08%	2009
<b>Gen Horiuchi (Saint Louis Ballet)</b>	-43.22%	+12.21%	+99.33%	+37.28%	2000
<b>James Nelson (Houston Ballet)</b>	-39.16%	+11.77%	+61.47%	+29.93%	2012
<b>Jim Sparrow (Fort Wayne Ballet)</b>	-3.30%	+11.29%	+5.13%	+10.35%	2018
<b>Brandon Lussier (Los Angeles Ballet)</b>	-69.05%	+9.48%	Information not available	+19.63%	2019
<b>Emily Harkta<sup>14</sup> (Charlottesville Ballet)</b>	-23.33%	+7.35%	+29.42%	+31.98%	2008
<b>Michele Weathers* (Carolina Ballet)</b>	-39.86%	+6.33%	+82.12%	Information not available	2017
<b>Janet Pichard (The Tallahassee Ballet)</b>	-49.99%	+4.15%	+172.82%	+33.30%	2007
<b>Julie Diana Hench (American Repertory Ballet)</b>	-34.34%	+3.92%	+53.85%	+12.25%	2017
<b>Kim Pauley (The Charleston Ballet)</b>	-17.87%	+1.92%	+34.23%	+11.46%	1989
<b>Scott Black (Tulsa Ballet)</b>	-28.26%	+1.02%	+55.68%	+13.28%	2009
<b>Dawn Fay Ammon (Wonderbound)</b>	-0.34%	+0.13%	+8.18%	+7.95%	2018

13 Anne Metcalfe left her position as Executive Director of Milwaukee Ballet in May 2021. Tai Pauls stepped into her position.

14 Charlottesville Ballet has 2 Artistic/Executive directors. Sara Clayborne is not listed in this table because her compensation decreased from FY20 to FY21 by -10.05%. In FY21 to FY22, her compensation changed by +54.85%.

## Section III: Significant Changes in Compensation, Retirement and Other Deferred Compensation

### Compensation increases greater than 50% from FY 2021 to FY 2022:

- Ballet Memphis (#32); Executive Director Gretchen Wollert McLennon (woman), 172.36% increase from \$70,962 to \$193,269.
- Boston Ballet (#6); Executive Director Meredith Hodges<sup>15</sup> (woman), 112.69% increase from \$324,618 to \$690,425.<sup>16</sup>
- Pittsburgh Ballet Theatre (#12); Artistic Director Susan Jaffe<sup>17</sup> (woman), 83.73% increase from \$112,186 to \$206,118.
- Diablo Ballet (#61); Executive Director Susan Boreliz (woman), 72.41% increase from \$5,800 to \$10,000.

### Compensation increases greater than 50% from FY 2020 to FY 2021:

- Winston Salem Festival Ballet (#98); Executive Director Rita Taylor (woman), 255.56% increase from \$900 to \$3,200.
- Ballet 5:8 (#65); Executive Director Lauren Diaz (woman)<sup>18</sup>, 216.01% increase from \$12,000 to \$37,921.
- ARC Dance (#121); Artistic Director Marie Chong (woman), 205.68% increase from \$32,714 to \$100,000.
- Boulder Ballet (#72); Executive Director Claudia Anata Hubiak (woman), 204.88% increase from \$24,904 to \$75,928.
- San Francisco Ballet (#2); Executive Director Kelly Tweeddale (woman)<sup>19</sup>, 129.41% increase from \$158,362 to \$363,292.
- Ballet Rhode Island (#53); Executive Director Kathleen Breen Combes (woman), 119.37% increase from \$30,049 to \$65,917.
- Ballet Idaho (#48); Executive Director Laura von Boecklin Curry (woman), 117.39% increase from \$42,019 to \$91,345.
- Ballet Pensacola (#80); Executive Director Deborah Hawkins (woman), 101.07% increase from \$30,000 to \$60,322.

<sup>15</sup> Meredith Hodges departed from this role in July 2023.

<sup>16</sup> Boston Ballet's Schedule J reports that \$358,642 was "base compensation", \$310,633 was a "bonus and incentive compensation", and \$21,150 was "other reportable compensation".

<sup>17</sup> Susan Jaffe departed from this role in May 2022 and is currently the Artistic and Interim Executive Director of American Ballet Theatre.

<sup>18</sup> Amy Sanderson was listed as Executive Director in FY20

<sup>19</sup> Kelly Tweeddale resigned in June 2021.

- American Contemporary Ballet (#131); Artistic and Executive Director Lincoln Jones (man), 78.42% increase from \$27,464 to \$49,000.
- Washington Ballet (#13); Executive Director Michael Pasterich (man), 58.16% increase from \$157,707 to \$249,427.
- Madison Ballet (#85); Executive Director Jonathan Solari (man), 57.02% increase from \$48,418 to \$76,024.

**Compensation decreases greater than 25% from FY 2021 to FY 2022:**

- Winston Salem Festival Ballet (#98); Executive Director Rita Taylor (woman), 68.75% decrease from \$3,200 to \$1,000.
- Atlanta Ballet (#14); Executive Director Arturo Jacobus<sup>20</sup> (man), 28.69% decrease from \$208,015 to \$148,333.
- Newport Contemporary Ballet (#52); Executive Director Peter Bramante (man), 33.33% decrease from \$75,000 to \$50,000.

**Compensation decreases greater than 25% from FY 2020 to FY 2021:**

- Winston Salem Festival Ballet (#98); Artistic Director Gary Taylor (man), 56.67% decrease from \$56,980 to \$24,690.
- BalletCollective (#110); Artistic Director Troy Schumacher (man), 55.56% decrease from \$54,000 to \$24,000.
- Menlowe Ballet (#150); Artistic Director Michael Lowe (man), 47.73% decrease from \$22,000 to \$11,500.
- Ballet Memphis (#32); Executive Director Gretchen Wollert McLennon (woman)<sup>21</sup>, 47.77% decrease from \$135,877 to \$70,962.
- Louisville Ballet (#37); Executive Director Lois Gantshar (woman)<sup>22</sup>, 47.72% decrease from \$124,119 to \$64,890.
- Pittsburgh Ballet Theatre (#12); Artistic Director Susan Jaffe (woman)<sup>23</sup>, 47.35% decrease from \$213,077 to \$112,186.

<sup>20</sup> Arturo Jacobus retired from this role in 2021 and Tom West is now the ED. However, Arturo is still listed as President and CEO in FY21 and FY22.

<sup>21</sup> Dorothy Gunther Pugh was CEO and Founding AD in FY20.

<sup>22</sup> Robert Curran was ED in FY20.

<sup>23</sup> Terrence Orr was AD in FY20.

## Retirement and Other Deferred Compensation

This section refers to part II-C of Schedule J, “retirement and other deferred compensation”, which are not included in base compensation.

### Companies that reported retirement and other deferred compensation of greater than \$10,000 in FY 2022:

- Atlanta Ballet (#14); \$163,500 for President and CEO Arturo Jacobus (man).
- Pittsburgh Ballet Theatre (#12); \$157,567<sup>24</sup> for Executive Director Harris Ferris (man).
- Ballet Hispánico (#24); \$51,183 for CEO and Artistic Director Eduardo Norfleet-Vilaro (man).
- Smuin Ballet (#41); \$27,000 for Artistic Director Celia Fushille (woman).
- Houston Ballet (#5); \$11,156 for Artistic Director Stanton Welch (man).

### Companies that reported retirement and other deferred compensation of greater than \$10,000 in FY 2021:

- Pittsburgh Ballet Theatre (#12); \$163,241<sup>25</sup> for Former Artistic Director Terrence S. Orr (man).
- Miami City Ballet (#8); \$51,923 for Executive Director Tania Castroverde Moskalenko (woman).
- Ballet Hispánico (#24); \$44,744 for CEO & Artistic Director Eduardo Norfleet-Vilaro (man).
- San Francisco Ballet (#2); \$26,144 for Orchestra Musician Cordula Merks (woman).
- Pacific Northwest Ballet (#7); \$30,000 for Artistic Director Peter Boal (man).
- Cincinnati Ballet (#15); \$24,921 for Artistic Director Victoria Morgan (woman).

<sup>24</sup> This is the total accrual amount of severance payments, according Part III of **Schedule J**.

<sup>25</sup> This is the total accrual amount of severance payments, according Part III of **Schedule J**.

## Section IV: Additional Employees, Related Foundations, and Other Findings

### Additional Employees in FY 2022

This subsection highlights the reported compensation of assistant/associate directors and school directors<sup>26</sup> in addition to artistic and executive director compensation, where data is available.

The following companies in the **Largest 50** reported compensation for **assistant/associate artistic director** in FY 2022:

- New York City Ballet (#1); Wendy Whelan (woman), \$285,219.
- Alvin Ailey American Dance Theater (#4); Matthew Rushing (man), \$173,143.
- Boston Ballet (#6); Russell Kaiser (man), \$145,250.
- The Washington Ballet (#13); (Joseph) Victor Barbee\* (man), \$167,837.
- The Sarasota Ballet (#20); Margaret Barbieri (woman), \$159,857.
- BalletX (#40); Tara Keating (woman), \$88,000.

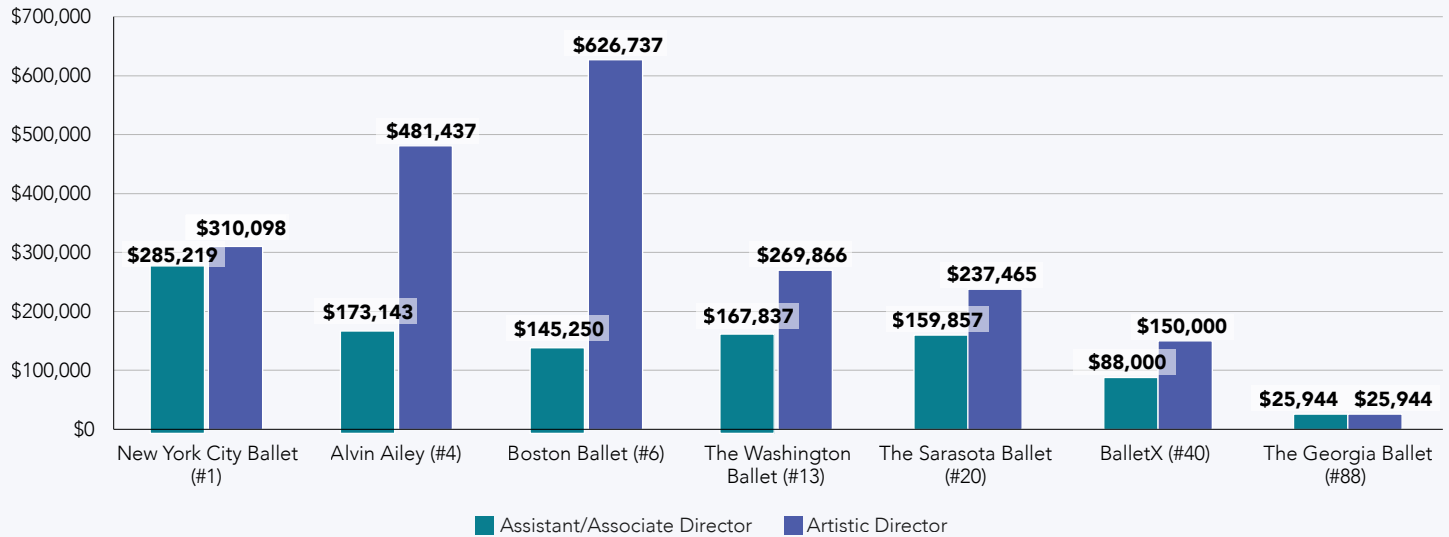
Based on available data in the Largest 50, average compensation for **assistant/associate artistic director** in FY 2022 is \$169,884.

The Georgia Ballet (#88) also reported compensation of \$25,944 for Ballet Mistress Margit Peguero in FY 2022.

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<sup>26</sup> In many cases, running the affiliated school falls under the responsibilities of the artistic director.

## Assistant/Associate Director vs. Artistic Director Compensation (FY21)



The following companies in the **Largest 50** reported compensation for school directors for FY 2022:

- New York City Ballet<sup>27</sup> (#1); Jonathan Stafford (man), \$75,459.
- San Francisco Ballet (#2); Patrick Armand<sup>\*28</sup> (man), \$188,972.
- Boston Ballet (#6); David Czesniuk (man), \$121,708.
- Pacific Northwest Ballet (#7); Denise Bolstad (woman), \$104,743.
- Miami City Ballet (#8); Arantxa Ochoa (woman), \$106,563.
- Joffrey Ballet (#9); Raymond Rodriguez<sup>\*29</sup> (man), \$109,972.
- Ballet West (#10); Evelyn Cisneros-Legate (woman), \$99,846.
- Atlanta Ballet (#14); Sharon Story (woman), \$127,722.
- Charlotte Ballet (#27); Ayisha Cravotta (woman), \$106,160.

Based on available data in the **Largest 50**, the average compensation for school directors for FY 2022 is \$114,930.

The Georgia Ballet (#88) also reported compensation of \$24,000 for School Director Ashleyanne Hensley in FY 2022.

<sup>27</sup> The School of American Ballet is the affiliate school of NYCB. Jonathan Stafford draws a separate salary from the school (see below).

<sup>28</sup> Patrick Armand concluded tenure as director of the SFB school in 2023. He remains the school Artistic Associate.

<sup>29</sup> Raymond Rodriguez was in this role until 2023. He currently serves as the Dean of Pittsburgh Ballet Theatre school.

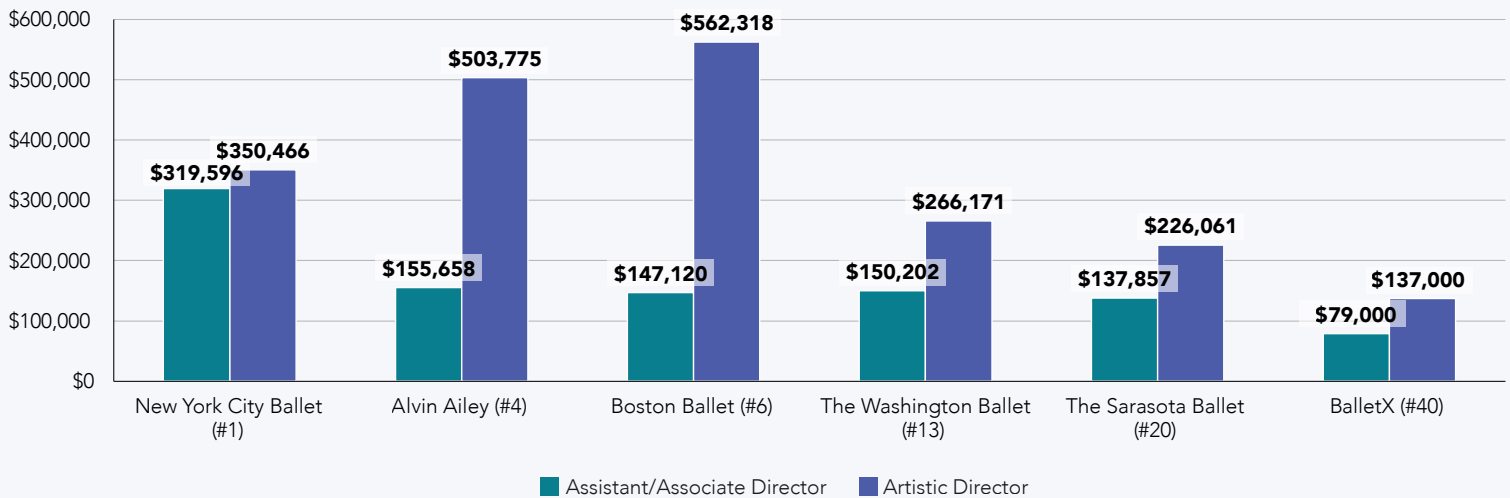
## Additional Employees in FY 2021

The following companies in the **Largest 50** reported compensation for **assistant/associate artistic directors** for FY 2021:

- New York City Ballet (#1); Wendy Whelan (woman), \$319,596.
- Alvin Ailey American Dance Theatre (#4); Matthew Rushing (man), \$155,658.
- Boston Ballet (#6); Russell Kaiser (man), \$147,120.
- The Washington Ballet (#13); (Joseph) Victor Barbee\* (man), \$150,202.
- The Sarasota Ballet (#20); Margaret Barbieri (woman), \$137,857.
- BalletX (#40); Tara Keating (woman), \$79,000.

Based on available data in the **Largest 50**, the average compensation for **assistant/associate artistic director** for FY 2021 was \$164,906.

### Assistant/Associate Director vs. Artistic Director Compensation (FY21)



The following companies in the **Largest 50** reported compensation for school directors for FY 2021:

- New York City Ballet (#1); Jonathan Stafford (man), \$79,205.
- San Francisco Ballet (#2); Patrick Armand\* (man), \$162,807.
- American Ballet Theatre (#3); Cynthia Harvey\*<sup>30</sup> (woman), \$169,698.
- Boston Ballet (#6); Margaret Tracey\*<sup>31</sup> (woman), \$126,736.
- The Washington Ballet (#13); Xiomara Reyes (woman), \$104,559.
- Atlanta Ballet (#14); Sharon Story (woman), \$107,360.
- Ballet Arizona (#17); Maria Simonetti (woman), \$100,993.

The average compensation in the **Largest 50** for **school directors** for FY 2021 was \$121,623.

The Georgia Ballet (#88) also reported compensation of \$30,000 for School Director Ashleyanne Hensley in FY 2021.

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<sup>30</sup> Cynthia Harvey departed from the ABT JKO School in Spring of 2022. Stella Abrera (Radetsky) was appointed as acting Artistic Director of the ABT JKO School in 2022.

<sup>31</sup> Margaret Tracey stepped down from The Boston Ballet School in 2021.



## Related Foundations

Some ballet companies have separate nonprofits<sup>32</sup> for their endowments. The purpose of these organizations is to invest and manage endowment funds to support the needs of the company.

DDP sourced the following companies and their related endowments:

- San Francisco Ballet
- Pacific Northwest Ballet
- Colorado Ballet
- Aspen Santa Fe Ballet
- Alabama Ballet
- San Francisco Ballet Endowment Foundation
- Pacific Northwest Ballet Foundation
- Colorado Ballet Foundation
- Aspen Santa Fe Ballet Endowment
- Alabama Ballet Endowment

San Francisco Ballet and Aspen Santa Fe Ballet have key employees that are listed on both the organization and endowment 990s. The endowments share the same fiscal year with their respective organization and should report the same compensation figures.

### San Francisco Ballet Endowment Foundation<sup>33</sup> - Chief Financial Officer Robert Fore III

CFO Robert Fore III reported compensation from the endowment and company for FY 21 and FY 22.

		FY 2021	FY 2022
<b>SFB Endowment Foundation</b> (94-2747262)	Reportable compensation from endowment	\$19,018	\$39,957
	Related compensation (e.g. ballet company)	\$76,072	\$159,826
<b>SFB</b> (94-1415298)	Reportable compensation from company	\$76,072	\$159,826
	Related compensation (e.g. endowment)	\$19,018	\$39,957

32 Houston Ballet also has a related entity of the Houston Ballet Guild. "Houston Ballet Guild facilitates fundraising activities and programs to provide financial support to the Houston Ballet Foundation while also educating and generating interest in dance." [Cause IQ](#)

33 "The San Francisco Ballet Endowment Foundation was established in 1980 as a separate nonprofit public benefit corporation for the purpose of holding and managing endowment funds for the benefit of the San Francisco Ballet Association. It seeks to provide the Ballet with a reliable source of support while protecting its investments against inflation and wide swings in the capital markets." [Cause IQ](#)

**Aspen Santa Fe Ballet Endowment<sup>34</sup> - Executive Director Jean-Philippe Malaty**

Since the Aspen Santa Fe Ballet Endowment was formed, ASFB Executive Director Jean-Philippe Malaty has been listed on the endowment 990.

		FY 2018	FY 2019	FY 2020	FY 2021 <sup>35</sup>	FY 2022
<b>ASFB Endowment</b> (82-1009713)	Reportable compensation from endowment	\$0	\$0	\$0	\$0	\$0
	Related compensation (e.g. ballet company)	\$240,079	\$262,808	\$262,800	\$0	\$211,100
<b>ASFB</b> (84-1150857)	Reportable compensation from company	\$240,079	\$262,808	\$260,800	\$211,100	\$194,600
	Related compensation (e.g. endowment)	\$0	\$0	\$0	\$0	\$0

34 The Aspen Santa Fe Ballet Endowment was formed in 2017 and “manages funds to support Aspen Santa Fe Ballet, protecting the investments against inflation and market fluctuations. The foundation aims to provide a reliable source of support for Aspen Santa Fe Ballet needs such as new works, touring, instruction, and financial aid. Its sole program is to support Aspen Santa Fe Ballet.” [Cause IQ](#)

35 At the time of data collection, the ASFB (company) 990 from FY21 was amended on 1/26/23 and listed Malaty's compensation being \$211,100. The FY21 Endowment 990 had not been amended and listed Malaty receiving an additional compensation of \$228,292 from the Endowment. DDP reached out in November 2023 regarding the inconsistencies between the two amendments and received a response on 12/22/23. The email stated that the Endowment 990 had been filed for amendment on 12/19/23. DDP has updated this section to reflect the most recent changes.

## Other Findings

### New York City Ballet - Independent Contractors

According to New York City Ballet's 990, Peter Martins, former Artistic Director, received additional payments of \$624,000 in both FY 2021 and FY 2022. Payments were reported to "Peter Martins Productions" under **Section B** of the 990 as an "Independent Contractor" and as a "Business Transaction Involving Interested Persons" under **Schedule L**.

### San Francisco Ballet

San Francisco reported 3 principal dancers for FY 2022 under **Schedule J**:

- Frances Chung (Flaherty) - \$162,807
- Sasha De Sola - \$154,996
- Angelo Greco -\$154,931

Former Artistic Director and Principal Choreographer Helgi Tómasson received negative payment<sup>36</sup> of "retirement and other deferred compensation". These amounts were -\$57,541 in FY 2021 and -\$113,827 in FY 2022. SFB's 990 states that the amount reported includes a loss in value of deferred compensation that occurred during the year.

Kelly Tweedale was Executive Director through June 2021, received severance payment \$204,875 under "other reportable compensation"<sup>37</sup>, in addition to her base compensation of \$265,014, totaling \$469,889.

### Alvin Ailey American Dance Theater

Troy Powell was removed from his position as Ailey II Director on 7/20/20 ([The New York Times](#)). In FY 2021, AAADT reported Powell received compensation of \$86,470 and an additional amount of \$141,375 under "other reportable compensation"<sup>38</sup>, totaling \$230,371.

36 DDP reached out to Robert Fore, CFO of SFB, who stated that "the liability associated with deferred compensation is an accounting-based determination that follows Generally Accepted Accounting Principles (GAAP)" which was verified by our own expert. We appreciate Fore's prompt & transparent response.

37 The instructions for **Schedule J** specify that items falling under "other reportable compensation" include, but are not restricted to, the following: Current-year payments of amounts earned in a prior year; payments under a severance plan; payments under an arrangement providing for payments upon the change in ownership or control of the organization or similar transaction; deferred amounts and earnings or losses in a nonqualified defined contribution plan subject to section 457(f) when they become substantially vested; and, awards based on longevity of service.

38 Part III of **Schedule J** states that this was a severance payment.

# Section V: Operational Definitions, Methodology, and Limitations

## Operational Definitions

### Ballet Company

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

### Fiscal Year vs. Calendar Year

DDP uses the end date reported on Form 990s as the fiscal year. For example, FY 2022 (or FY22) for New York City Ballet refers to the fiscal period of 7/1/21 to 6/30/22. Fiscal year differs from calendar year, which are both accounting periods defined by the IRS, “A calendar year accounting period begins on January 1 and ends on December 31.” “A fiscal year accounting period should normally coincide with the natural operating cycle of the organization.”

The top right corner of each 990 form with the year stated refers to the tax year (calendar year) that the form was filed under which often differs from an organization’s fiscal year. For example, the NYCB FY22 990 form would be filed for the 2021 tax year because 12/31/2021 falls between 7/1/21 to 6/30/22.

### Executive Director

For the purpose of categorizing compensation, the title “Executive Director”, “Managing Director” and “CEO” are used interchangeably. DDP recognizes that the responsibilities of the role may be different depending on the job title.

### Gender

For this study, artistic directors, executive directors, associate/assistant directors, and all other individuals included, 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.

## Compensation

Compensation was gathered from *Part VII Section A: Officers, Directors, Key Employees, and Highest Compensated Employees* under (D) Reportable Compensation from the Organization (W-2/1099-MISC/1099-NEC) and *Part II of Schedule J* of Form 990s filed annually to the IRS. DDP includes “base compensation”, “bonus & incentive compensation”, and “other reportable compensation” as titled in *Schedule J* as compensation. This does not include “retirement and other deferred compensation”, and “nontaxable benefits.”

### “Largest 50”, “Next 50”, and “Additional 50”

The companies studied in this report in the “**Largest 50**”, “**Next 50**”, and “**Additional 50**” refer to the most recent ranking of the [The Largest Ballet & Classically Based Companies](#) report, published in August 2023. These rankings are based on FY21 data.

## Methodology

For this report, DDP utilized proprietary software and manually collected data through the IRS Form 990s via the IRS, ProPublica’s NonProfit Explorer, and CausalQ. Compensation data derived from reportable compensation as required in Form 990’s *Part VII Section A: Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees* or *Schedule J*.<sup>39</sup> In instances where the proprietary software did not collect information due to the format of file uploaded, a member of the research team manually collected compensation information from company 990s. Following initial data collection, a second member of the research team manually verified the data. Before publication, an additional team member confirmed the explicitly stated compensations.

*While every measure is taken to avoid error, DDP acknowledges the possibility of error appearing in data obtained. DDP strives for accuracy and is open to correcting any mistakes that may have occurred.*

All data was collected and analyzed in a shared Google Sheets document. For calculations, percent change is calculated with the formula:  $[(\text{New Value} - \text{Old Value}) / \text{Old Value}] \times 100\%$ . Where data is missing for a specific fiscal year, that company is excluded from calculating averages. Where there are two artistic/executive directors, their compensation is separated as reported and calculated separately. Where a person leaves a role mid fiscal year, the compensation reported in the 990s of that individual is still used in calculations.

Pay gap calculations were determined using the following formula:  $[\text{Gender pay gap} = 100 \times (\text{Average male total remuneration} - \text{Average female total remuneration}) / \text{Average male total remuneration}]$  ([WGEA](#)). Each individual’s reported base compensation was included in this calculation.

Due to the delay in uploading amended 990 forms to the IRS website, DDP reached out to all companies in September 2023 asking to verify whether amendments were made to FY 2021 filings. DDP’s outreach email indicated that no response was required if companies made no amendments. Companies were provided a 30-day period to respond to this request.

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<sup>39</sup> Only employees receiving annual compensation over \$150,000 are reported in [Schedule J](#).

We extend our gratitude to the following companies for responding to our verification requests and confirming that no amendments have been filed:

- BalletX
- Deos Contemporary Ballet
- Pittsburgh Ballet Theatre
- Dallas Black Dance Theatre
- Los Angeles Ballet

## Limitations

### Fiscal Data Availability

As of the most recent upload on November 16, 2023, 129 FY22 990s from the **Largest 150** ballet companies are available from the IRS. Companies with available and unavailable Form 990s can be found in **Appendix B: Available FY 2020 Form 990s**. DDP continues to regularly monitor the IRS website for updated information.

### IRS Reporting Requirements

The IRS only requires that nonprofit organizations “list up to 20 current employees who satisfy the definition of *key employee* (persons with certain responsibilities and reportable compensation greater than \$150,000 from the organization and related organizations), and its five current highest compensated employees with reportable compensation greater than \$100,000 from the organization and related organizations who are not officers, directors, trustees or key employees of the organization” ([IRS](#)). As a result, not all artistic and executive director compensation is reported on Form 990s, leading to the inference that many individuals are receiving less than \$100,000 in annual compensation.

The following companies did not report artistic director compensation for Fiscal Year 2022 Form 990 and were therefore excluded from calculations:

- Ajkun Ballet Theatre
- American Ballet Theatre
- American Repertory Ballet
- Arc Dance
- Armitage Gone! Dance
- Arts Ballet Theatre of Florida
- Atlantic City Ballet
- Avant Chamber Ballet
- Ballet Arkansas
- Ballet Des Moines
- Ballet Magnificat!
- Ballet Memphis
- Ballet Pensacola
- Ballet Quad Cities
- Ballet Rhode Island
- Ballet San Antonio
- Ballet Sun Valley
- Ballet Theatre Company
- BalletCollective
- Boulder Ballet
- Canyon Concert Ballet
- Carolina Ballet Theatre
- Central West Ballet
- Chattanooga Ballet
- City Ballet of San Diego
- Columbia Classical Ballet
- Connecticut Ballet
- Cuban Classical Ballet of Miami
- Dallas Black Dance Theatre
- Delta Festival Ballet
- Dimensions Dance Theater of Miami
- Dissonance Dance Theatre
- Golden State Ballet
- Greensboro Ballet
- Gwinnett Ballet Theatre
- Indianapolis Ballet
- James Sewell Ballet
- LA Dance Project
- Madison Ballet
- Mareck Dance
- Marigny Opera Ballet
- Menlowe Ballet
- Moveius Contemporary Ballet
- Mystic Ballet
- New Jersey Ballet Company
- New Mexico Ballet Company
- New Orleans Ballet Theatre
- New York Dance Project
- Newport Contemporary Ballet
- NWA Ballet Theatre
- Ohio Contemporary Ballet (formerly Verb Ballets)
- Oakland Ballet Company
- Paradosi Ballet Company
- Peninsula Ballet Theatre
- Post:ballet
- Sacramento Ballet
- San Diego Ballet
- Sierra Nevada Ballet

- South Carolina Ballet (formerly Columbia City Ballet)
- State Street Ballet
- Syracuse City Ballet
- Texture Contemporary Ballet
- The Charleston Ballet
- The Florida Ballet
- The Minnesota Ballet
- The Tallahassee Ballet
- Twin Cities Ballet
- Utah Metropolitan Ballet

The following companies did not report artistic director compensation for Fiscal Year 2021 Form 990 and were therefore excluded from calculations:

- Ajkun Ballet Theatre
- American Repertory Ballet
- Armitage Gone! Dance
- Arts Ballet Theatre of Florida
- Atlantic City Ballet
- Avant Chamber Ballet
- Ballet Arkansas
- Ballet des Moines
- Ballet Memphis
- Ballet Palm Beach
- Ballet Pensacola
- Ballet Quad Cities
- Ballet Rhode Island
- Ballet San Antonio
- Ballet Sun Valley
- Ballet Theatre Company
- Ballethnic Dance Company
- Boulder Ballet
- Canyon Concert Ballet
- Carolina Ballet Theatre
- Central West Ballet
- Chattanooga Ballet
- City Ballet of San Diego
- Columbia Classical Ballet
- Connecticut Ballet
- Cuban Classical Ballet of Miami
- Dallas Black Dance Theatre
- Delta Festival Ballet
- Dimensions Dance Theater of Miami
- Dissonance Dance Theatre
- Golden State Ballet
- Greensboro Ballet
- Indianapolis Ballet
- James Sewell Ballet
- Madison Ballet
- Mareck Dance
- Marigny Opera Ballet
- Moveius Contemporary Ballet
- Mystic Ballet
- New Ballet
- New Jersey Ballet Company
- New Mexico Ballet Company
- Newport Contemporary Ballet
- NWA Ballet Theatre
- Ohio Contemporary Ballet (formerly Verb Ballets)Paradosi Ballet Company
- Peninsula Ballet Theatre
- PHILADANCO!
- Portland Ballet
- Post:Ballet
- San Diego Ballet
- Sierra Nevada Ballet
- South Carolina Ballet (formerly Columbia City Ballet)
- State Street Ballet
- Syracuse City Ballet
- Texture Contemporary Ballet
- The Alabama Ballet
- The Charleston Ballet
- The Florida Ballet
- The Minnesota Ballet
- The Tallahassee Ballet
- Twin Cities Ballet
- Utah Metropolitan Ballet
- Wonderbound

The following companies did not report executive director compensation for Fiscal Year 2022 Form 990 and were therefore excluded from calculations:

- Ajkun Ballet Theatre
- American Ballet Theatre
- Anaheim Ballet
- Arc Dance
- Armitage Gone! Dance
- Arts Ballet Theatre of Florida
- Atlantic City Ballet
- Avant Chamber Ballet
- Ballet Arkansas
- Ballet Des Moines
- Ballet Frontier
- Ballet Magnificat!
- Ballet Palm Beach
- Ballet Quad Cities
- Ballet Theatre Company
- Ballet Theatre of Maryland
- Ballet Tucson
- Ballet Virginia
- BalletCollective
- Ballethnic Dance Company
- Brooklyn Ballet
- Canyon Concert Ballet
- Carolina Ballet
- Carolina Ballet Theatre
- Central West Ballet
- Chattanooga Ballet
- City Ballet of San Diego
- Columbia Classical Ballet
- Connecticut Ballet
- Cuban Classical Ballet of Miami
- Delta Festival Ballet
- Dimensions Dance Theater of Miami
- Dissonance Dance Theatre
- Golden State Ballet
- Gwinnett Ballet Theatre
- Indianapolis Ballet
- Kentucky Ballet Theatre
- LA Dance Project
- Lexington Ballet Company
- Louisville Ballet
- Maine State Ballet

- Manassas Ballet Theatre
- Mareck Dance
- Menlowe Ballet
- Mystic Ballet
- New Ballet
- New Jersey Ballet Company
- New Mexico Ballet Company
- New Orleans Ballet Theatre
- New York Dance Project
- New York Theatre Ballet
- NWA Ballet Theatre
- Oakland Ballet Company
- Peninsula Ballet Theatre
- Post:ballet
- Sacramento Ballet
- Sierra Nevada Ballet
- South Carolina Ballet (formerly Columbia City Ballet)
- Terpsicorps Theatre of Dance
- Texture Contemporary Ballet
- The Florida Ballet
- Twin Cities Ballet
- Utah Metropolitan Ballet

The following companies did not report executive director compensation for Fiscal Year 2021 Form 990 and were therefore excluded from calculations:

- Ajkun Ballet Theatre
- Anaheim Ballet
- Arc Dance
- Armitage Gone! Dance
- Arts Ballet Theatre of Florida
- Atlantic City Ballet
- Avant Chamber Ballet
- Ballet Arkansas
- Ballet Des Moines
- Ballet Frontier
- Ballet Palm Beach
- Ballet Quad Cities
- Ballet Theatre Company
- Ballet Theatre of Maryland
- Ballet Tucson
- Ballet Virginia
- BalletCollective
- Ballethnic Dance Company
- Brooklyn Ballet
- Canyon Concert Ballet
- Carolina Ballet Theatre
- Central West Ballet
- Chattanooga Ballet
- City Ballet of San Diego
- Columbia Classical Ballet
- Connecticut Ballet
- Cuban Classical Ballet of Miami
- Delta Festival Ballet
- Dimensions Dance Theater of Miami
- Dissonance Dance Theatre
- Golden State Ballet
- Gwinnett Ballet Theatre
- Indianapolis Ballet
- Kentucky Ballet Theatre
- Lexington Ballet Company
- Maine State Ballet
- Manassas Ballet Theatre
- Mareck Dance
- Menlowe Ballet
- Mystic Ballet
- New Ballet
- New Jersey Ballet Company
- New Mexico Ballet Company
- New Orleans Ballet Theatre
- New York Dance Project
- New York Theatre Ballet
- NWA Ballet Theatre
- Oakland Ballet Company
- Peninsula Ballet
- PHILADANCO!
- Portland Ballet
- Rochester City Ballet
- Sacramento Ballet
- Sierra Nevada Ballet
- South Carolina Ballet (formerly Columbia City Ballet)
- Terpsicorps Theatre of Dance
- Texture Contemporary Ballet
- The Florida Ballet
- Twin Cities Ballet
- Utah Metropolitan Ballet

5 companies listed two artistic directors for FY 2022 and FY 2021:

- Anaheim Ballet
- Ballethnic Dance Company
- Ballet Virginia
- Charlottesville Ballet
- Los Angeles Ballet

The following companies had one director listed as both artistic and executive director in FY 2022 and FY 2021:

- American Contemporary Ballet
- American Midwest Ballet
- Ballet Arkansas
- Ballet des Amériques
- Ballet Vero Beach
- BalletX
- Chamber Dance Project
- Charlottesville Ballet
- Chattanooga Ballet
- Eglevsky Ballet
- New Ballet
- PHILADANCO!
- Portland Ballet
- Saint Louis Ballet
- The Roxey Ballet Company



# Appendix A: The Largest 150 Companies - Largest 50, Next 50, Additional 50

The ranking of companies is based on expenditures from fiscal year 2021 and ordered from greatest to least expenditures. This is the ranking used throughout the report.

## Largest 50

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

## Next 50

- |                                 |                                     |  |
|---------------------------------|-------------------------------------|--|
| 51. Mystic Ballet               | 60. Ballet Sun Valley <sup>41</sup> | 69. Ballet Virginia  |
| 52. Newport Contemporary Ballet | 61. Diablo Ballet                   | 70. Charlottesville Ballet                                   |
| 53. Ballet Rhode Island         | 62. Sacramento Ballet               | 71. New Jersey Ballet Company                                |
| 54. Fort Wayne Ballet           | 63. New Ballet                      | 72. Boulder Ballet   |
| 55. Indianapolis Ballet         | 64. State Street Ballet             | 73. Ballet Theatre of Maryland                               |
| 56. Post:ballet                 | 65. Ballet 5:8                      | 74. PHILADANCO!  |
| 57. Cleveland Ballet            | 66. Los Angeles Ballet              | 75. South Carolina Ballet<br>(formerly Columbia City Ballet) |
| 58. Ballet San Antonio          | 67. The Florida Ballet              | 76. Brooklyn Ballet  |
| 59. American Midwest Ballet     | 68. Manassas Ballet Theatre         | 77. Saint Louis Ballet                                       |

40 Aspen Santa Fe Ballet dissolved their professional company in March 2021. They now commission professional dancers and companies in addition to their school operations. However, because they were still operating in FY 2021, they are included in this report. Going forward DDP will include ASFB in the venues/presenter category only.

41 Ballet Sun Valley is a festival that commissions professional dancers and dance companies during the summer. They are included in this report because the sample of companies is based on the 2023 ranking report. DDP's list of ballet companies that are included in our studies is continuing to evolve for future reports.

- |                                    |   |                                   |
|------------------------------------|---|-----------------------------------|
| 78. Eglevsky Ballet                | 86. Portland Ballet                                     | 93. Central West Ballet           |
| 79. First State Ballet Theatre     | 87. Golden State Ballet                                 | 94. Chattanooga Ballet            |
| 80. Ballet Pensacola               | 88. The Georgia Ballet                                  | 95. James Sewell Ballet           |
| 81. Arts Ballet Theatre of Florida | 89. Ohio Contemporary Ballet<br>(formerly Verb Ballets) | 96. Maine State Ballet            |
| 82. Canyon Concert Ballet          | 90. Ballet Des Moines                                   | 97. Ballet Fantastique            |
| 83. Rochester City Ballet          | 91. The Minnesota Ballet                                | 98. Winston-Salem Festival Ballet |
| 84. City Ballet of San Diego       | 92. Utah Metropolitan Ballet                            | 99. New Orleans Ballet Theatre    |
| 85. Madison Ballet                 |   | 100. Chamber Dance Project        |

## Additional 50

- |   |                                   |   |
|---|-----------------------------------|---|
| 101. San Diego Ballet                         | 117. Texture Contemporary Ballet  | 134. Mareck Dance   |
| 102. Les Ballets Trockadero de<br>Monte Carlo | 118. Oakland Ballet Company       | 135. Ajkun Ballet Theatre                                     |
| 103. Syracuse City Ballet                     | 119. Moveius Contemporary Ballet  | 136. South Carolina Ballet (formerly<br>Columbia City Ballet) |
| 104. NWA Ballet Theatre                       | 120. Ballet Quad Cities           | 137. Greensboro Ballet  |
| 105. Ballethnic Dance Company                 | 121. Arc Dance                    | 138. Twin Cities Ballet                                       |
| 106. The Tallahassee Ballet                   | 122. The Charleston Ballet        | 139. Gwinnett Ballet Theatre                                  |
| 107. Anaheim Ballet                           | 123. Ballet Theatre Company       | 140. Sierra Nevada Ballet                                     |
| 108. Dimensions Dance Theater of<br>Miami     | 124. Marigny Opera Ballet         | 141. Terpsicorps Theatre of Dance                             |
| 109. New York Dance Project                   | 125. Avant Chamber Ballet         | 142. Delta Festival Ballet                                    |
| 110. BalletCollective                         | 126. Ballet Vero Beach            | 143. Paradosi Ballet Company                                  |
| 111. Ballet Arkansas                          | 127. Roxey Ballet                 | 144. The Rosin Box Project                                    |
| 112. Lexington Ballet Company                 | 128. Ballet des Amériques         | 145. New Mexico Ballet Company                                |
| 113. New York Theatre Ballet                  | 129. Kentucky Ballet Theatre      | 146. Atlantic City Ballet                                     |
| 114. Peninsula Ballet Theatre                 | 130. Ballet Tucson                | 147. Armitage Gone! Dance                                     |
| 115. Connecticut Ballet                       | 131. American Contemporary Ballet | 148. Carolina Ballet Theatre                                  |
| 116. Cuban Classical Ballet of Miami          | 132. Ballet Frontier              | 149. Ballet Palm Beach  |
|   | 133. Dissonance Dance Theatre     | 150. Menlowe Ballet   |



## Appendix B: Companies with Available FY 2022 Form 990s

The following companies have their FY 2022 990s publicly available from the IRS as of December 2023 and are listed in order of expenses.

- New York City Ballet
- San Francisco Ballet
- Alvin Ailey American Dance Theatre
- Boston Ballet
- Houston Ballet
- Pacific Northwest Ballet
- The Joffrey Ballet
- Miami City Ballet
- Pennsylvania Ballet
- The Washington Ballet
- Ballet West
- Pittsburgh Ballet Theatre
- Atlanta Ballet
- Cincinnati Ballet
- Colorado Ballet
- Kansas City Ballet
- Ballet Hispánico
- Ballet Arizona
- Charlotte Ballet
- Ballet Austin
- Texas Ballet Theater
- Oregon Ballet Theater
- The Sarasota Ballet
- Nashville Ballet
- Tulsa Ballet
- Orlando Ballet
- Milwaukee Ballet
- BalletMet
- Carolina Ballet
- Dance Theatre of Harlem
- Alonzo King LINES Ballet
- Richmond Ballet
- Nevada Ballet Theater
- Oklahoma City Ballet
- Louisville Ballet
- American Repertory Ballet
- Dallas Black Dance Theatre
- Ballet Memphis
- Smuin Ballet
- Collage Dance Collective
- Grand Rapids Ballet
- BalletX
- Eugene Ballet
- Sacramento Ballet
- The Alabama Ballet
- Ballet Idaho
- Cleveland Ballet
- Aspen Santa Fe Ballet
- Ballet Rhode Island
- Ballet San Antonio
- State Street Ballet
- New Ballet
- New Jersey Ballet
- Madison Ballet
- American Midwest Ballet
- Wonderbound
- Indianapolis Ballet
- Fort Wayne Ballet
- Les Ballet Trockadero de Monte Carlo
- PHILADANCO!
- Saint Louis Ballet
- Boulder Ballet
- Ballet 5:8
- Peninsula Ballet Theatre
- South Carolina Ballet (formerly Columbia City Ballet)
- Diablo Ballet
- Manassas Ballet Theatre
- Newport Contemporary Ballet
- Maine State Ballet
- Brooklyn Ballet
- The Florida Ballet
- Charlottesville Ballet
- City Ballet of San Diego
- Ballet Des Moines
- Ballet Virginia
- Ballet Sun Valley
- Ballet Theatre of Maryland
- The Tallahassee Ballet
- Ballet Tucson
- Oakland Ballet Company
- Rochester City Ballet
- Canyon Concert Ballet
- First State Ballet
- Eglevsky Ballet
- San Diego Ballet
- Ballet Fantastique
- The Minnesota Ballet
- Chattanooga Ballet
- American Contemporary Ballet
- Ballet Pensacola
- Ballet Palm Beach
- Ohio Contemporary Ballet (formerly Verb Ballets)
- New Mexico Ballet Company
- Central West Ballet
- Moveius Contemporary Ballet
- Marigny Opera Ballet
- Syracuse City Ballet
- James Sewell Ballet
- Ballethnic Dance Company
- Ballet Arkansas
- Chamber Dance Project
- Anaheim Ballet
- Winston-Salem Festival Ballet
- Connecticut Ballet
- Ballet Quad Cities
- Armitage Gone! Dance
- Dissonance Dance Theatre
- Ballet Vero Beach

- The Roxey Ballet Company
- Avant Chamber Ballet
- Mareck Dance
- The Charleston Ballet
- Ballet North Texas
- Columbia Classical Ballet
- The Rosin Box Project
- New York Theater Ballet
- Lexington Ballet Company
- Greensboro Ballet
- Delta Festival Ballet
- Sierra Nevada Ballet
- Kentucky Ballet Theatre
- Ballet Frontier
- Carolina Ballet Theatre
- Ballet des Amériques
- Atlantic City Ballet
- Twin Cities Ballet
- Gwinnett Ballet Theatre
- Paradosi Ballet Company
- Terpsicorps Theatre of Dance
- Brandon Ballet
- NWA Ballet Theatre

**The following companies do not have their FY 2022 990s publicly available from the IRS website as of December 2023.**

- American Ballet Theatre
- L.A. Dance Project
- Ballet Magnificat!
- Mystic Ballet
- Post:ballet
- Los Angeles Ballet
- Arts Ballet Theatre of Florida
- Portland Ballet
- Golden State Ballet
- Ballet Des Moines
- Utah Metropolitan Ballet
- New Orleans Ballet Theatre
- Dimensions Dance Theater of Miami
- New York Dance Project
- BalletCollective
- Cuban Classical Ballet of Miami
- Texture Contemporary Ballet
- Arc Dance
- Ballet Theatre Company
- Ajkun Ballet Theatre
- Menlowe Ballet

## Appendix C: Artistic/Executive Director Changes 2021-2022

The following lists leadership changes that have taken place from January 2021 to December 2022. For a fully up to date list including 2023 transitions, DDP will publish our Global Leadership Transitions Report in January 2024.

### Artistic Director Changes in 2022:

- **American Ballet Theatre:** Susan Jaffe (woman) appointed AD after Kevin McKenzie (man).
- **Ballet Tucson:** Margaret Mullin (woman) appointed AD after Mary Beth Cabana (woman).
- **Boulder Ballet:** Ben Needham-Wood (man) appointed AD after Lance Hardin (man).
- **Charlotte Ballet:** Alejandro Cerrudo (man) appointed AD after Christopher Stuart<sup>42</sup> (man).
- **Cincinnati Ballet:** Jodie Gates<sup>43</sup> (woman) appointed AD after Victoria Morgan (woman).
- **Los Angeles Ballet:** Melissa Barak (woman) appointed AD after Thordal Christensen and Colleen Neary (man and woman).
- **Madison Ballet:** Ja' Malik (man) appointed AD after Sarah Schumann (woman).
- **Nashville Ballet:** Nick Mullikin (man) appointed AD after Paul Vasterling (man) after the 22/23 season.
- **Newport Contemporary Ballet:** Danielle Genest (woman) appointed AD after Miki Ohlsen (woman).
- **New Jersey Ballet:** Maria Kowroski (woman) appointed AD after Carolyn Clark (woman).
- **New York Theatre Ballet:** Steven Melendez (man) appointed AD after Diana Byer (woman).
- **Northwest Arkansas Ballet:** Stephen Wynne (man) appointed AD after David Justin (man).
- **Oklahoma City Ballet:** Ryan Jolicoeur-Nye (man) appointed AD after Robert Mills (man).
- **Pittsburgh Ballet Theatre:** Adam W. McKinney (man) appointed AD after Susan Jaffe (woman).
- **San Francisco Ballet:** Tamara Rojo (woman) appointed AD after Helgi Tómasson (man).
- **Texas Ballet Theater:** Tim O'Keefe (man) appointed AD after Ben Stevenson (man).
- **The Washington Ballet:** Julie Kent (woman)<sup>44</sup> announced she would leave the position as AD and become Co-artistic director at Houston Ballet starting in the 23/24 season.

<sup>42</sup> Christopher Stuart was appointed Interim Artistic Director in 2021 after Hope Muir's departure.

<sup>43</sup> Jodie Gates announced her departure from this role in September 2023.

<sup>44</sup> Edwaard Liang started as Artistic Director in October 2023.

### Executive Director Changes in 2022:

- **American Ballet Theatre:** Janet Rollé<sup>45</sup> (woman) appointed ED after Kara Barnett (woman).
- **Ballet Arizona:** Jami Kozemczak (woman) appointed ED after Samantha Turner (woman).
- **Louisville Ballet:** Philip Koester (man) appointed ED after Dr. Eric Isaacson (man).
- **Pittsburgh Ballet Theater:** Kathryn Gigler (woman) appointed Acting ED<sup>46</sup> after Harris Ferris (man).
- **Miami City Ballet:** Jeff Davis (man) appointed Interim ED<sup>47</sup> after Tania Castroverde Moskalenko (woman).
- **Nashville Ballet:** Nick Mullikin (man) appointed CEO after Lisa French (woman) left the position.
- **San Francisco Ballet:** Danielle St. Germain Gordon (woman)<sup>48</sup> appointed ED after Kelly Tweeddale (woman).

### Artistic Director Changes in 2021:

- **American Repertory Ballet:** Ethan Stiefel (man) appointed AD after Douglas Martin (man).
- **Ballet Pensacola:** Darren McIntyre (man) appointed AD after Debi Janea (woman).
- **Ballet Des Moines:** Tom Mattingly (man) appointed AD after Serkan Usta (man).
- **Ballet Theatre of Maryland:** Nicole Kelsh (woman) appointed AD after Dianna Cuatto (woman).
- **Oregon Ballet Theatre:** Peter Franc (man) appointed as Interim AD<sup>49</sup> after Kevin Irving (man).
- **Orlando Ballet:** Jordan Morris (man) appointed Guest AD after Robert Hill (man).

### Executive Director Changes in 2021:

- **Ballet Memphis:** Gretchen Wollert McLennon (woman) is appointed President and CEO after Dorothy Gunther Pugh (woman).
- **Milwaukee Ballet:** Tais Pauls (woman) is appointed Interim Managing Director after Anne Metcalfe (woman). She was appointed as permanent Managing Director in 2022.
- **Oregon Ballet Theatre:** Thomas Bruner (man) is appointed ED after Michael Greer (man).
- **The Washington Ballet:** Michael Pasterich (man) left the position of ED.

<sup>45</sup> Janet Rollé resigned from the role in June 2023. Susan Jaffe is currently acting as Interim ED.

<sup>46</sup> Nicholas Dragga was appointed ED beginning November 2023.

<sup>47</sup> Juan José Escalante was appointed ED in January 2023.

<sup>48</sup> Danielle St. Germain Gordon stepped down from this role in April 2023. Arturo Jacobus is currently serving as Interim ED.

<sup>49</sup> Danielle Rowe was appointed Artistic Director in February 2023.

