



Artistic and Executive Compensation Report

December 2024

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 sixth study examining compensation of artistic and executive leadership at the **Largest 150** ballet and classically based companies in the U.S., and the third report analyzing compensation as it relates to company expenditures. 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 and surpluses and deficits. 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 2022 and FY 2023 financials.¹

Key findings reveal nuanced shifts in leadership compensation. Female executive directors within the **Largest 50** companies earned 4 cents less than their male counterparts in FY 2023, while female artistic directors still lagged behind male artistic directors by 2 cents per dollar earned. Lourdes Lopez, artistic director of Miami City Ballet, FY23 compensation is a significant outlier. When her compensation is removed, women only make 61 cents for every dollar earned by men. Artistic directors also experienced greater compensation growth than executive directors across all company tiers, with the **Largest 50** artistic directors earning an average of \$241,252 in FY 2023, compared to \$218,560 for their executive counterparts. The gap is even more pronounced at smaller companies, where artistic directors’ compensation growth outpaced that of executive directors.

Additionally, leadership compensation as a percentage of company expenditures has increased significantly since FY 2018, reflecting a growing emphasis on investing in leadership even amid financial challenges.

Interestingly, despite operating at a deficit, 23 companies increased artistic director pay. The report also uncovers substantial variances in compensation adjustments, with some leaders receiving over 50% increases, while others faced cuts of more than 25%. These insights underscore the importance of transparency and equity in compensation, especially as companies navigate economic pressures and work to uphold fairness in the arts sector.

The [Largest Ballet & Classically Based Companies](#) report was published in July 2024 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. In fiscal year 2022, the **Largest 150** companies had combined total expenditures of \$719,228,871, with the **Largest 50** companies (ranked #1-50) accounting for \$640,960,698, or 89.12% of total expenditures. Preliminary findings of available FY 2023 data found that the 147 companies with available FY 2023 data had combined total expenditures of \$748,860,358, slightly greater than the combined total expenditures of the **Largest 150** companies in FY 2022.

In an effort to enhance the scope of this study, DDP contacted the **Largest 150** ballet and classically

¹ As of November 2024, DDP has obtained FY 2023 financials for 147 companies within the FY 22 **Largest 150** companies. Companies with available/unavailable FY 2023 990s outlined in Appendix B.

based companies via email, requesting self-reported compensation information for their artistic and executive directors, as well as other relevant positions. Forty-nine companies responded, voluntarily providing additional compensation data, including information below the federally mandated disclosure threshold of \$100,000. To maintain confidentiality and respect the privacy of these organizations, DDP has not disclosed the names of the responding companies. Instead, their data has been integrated into the aggregate figures and averages presented in this report.

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](#)).

Pay transparency has become a standard practice ([Catalyst](#)). A number of states and cities across the United States are continuing to implement pay transparency laws to combat pay inequities, as pay gaps, particularly among women, persist ([Forbes](#)). According to [Forbes](#), in the U.S. women earned only 84 cents for every dollar earned by men in 2024. Pay transparency is a powerful tool for addressing gender and racial pay gaps and advancing pay equity ([Deloitte](#)) and keeping organizations accountable towards their pay equity goals ([Catalyst](#)).

[Catalyst](#) additionally notes that pay transparency is a top priority for women in the workplace. 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 ([Wagepoint](#)). In a women-dominated and 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 also 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:

Section I: Artistic and Executive Director Compensation

- In FY 2023, female executive directors within the **Largest 50** were paid 4 cents less per dollar than their male counterparts, a decrease from FY 2022 where women earned 4 cents more. However, this still represents some progress, as in FY 2018, women earned 17 cents less than their male counterparts.
- In FY 2023, female artistic directors within the **Largest 50** earned 2 cents less per dollar than their male counterparts, an increase from FY 2022 where women earned 26 cents less than men. Comparing preliminary FY 2023 findings to FY 2016, the pay gap for artistic directors has improved significantly since FY 2016, where women earned 38 cents less than men.
- Artistic directors in the **Largest 50** earned an average compensation of \$241,252 in FY 2023, and \$218,560 in FY 2022.
- Executive directors in the **Largest 50** earned an average compensation of \$216,123 in FY 2023, and \$212,362 in FY 2022.
- Artistic directors in the **Next 50** earned an average compensation of \$69,538 in FY 2023, and \$66,740 in FY 2022.
- Executive directors in the **Next 50** earned an average compensation of \$70,458 in FY 2023, and \$65,562 in FY 2022.
- Artistic directors in the **Additional 50** earned an average compensation of \$45,857 in FY 2023, and \$43,409 in FY 2022.
- Executive directors in the **Additional 50** earned an average compensation of \$35,807 in FY 2023, and \$44,109 in FY 2022.

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

- Within the **Largest 50** companies, artistic directors' compensation was on average **2.28%** of the total expenses, and executive directors' compensation was on average **2.11%** of the total expenses in FY 2023.
- Within the **Largest 50** companies, the average artistic director compensation as a percentage of total company expenditures increased from 1.59% in FY 2018 to **2.28%** in FY 2023. Average executive director compensation as a percentage of total company expenditures increased from 1.38% in FY 2018 to **2.11%** in FY 2023.

Section III: Artistic and Executive Compensation Changes in Relation to Company Deficits

- In FY 23, 23 companies operated at a deficit yet increased artistic director compensation.

Section IV: Significant Changes in Compensation, Retirement and Other Deferred Compensation

- 14 artistic or executive directors received a compensation increase of greater than 50% from FY 2022 to FY 2023. 7 artistic or executive directors received a compensation increase of greater than 50% from FY 2021 to FY 2022.
- 7 artistic or executive directors' compensation decreased by more than 25% from FY 2022 to FY 2023. 8 artistic or executive directors' compensation decreased by more than 25% from FY 2021 to FY 2022.

- 16 artistic or executive directors reported deferred compensation greater than \$10,000 in FY 2023, and 16 in FY 2022.

From Section V: Additional Compensation, Related Foundations, and Other Findings

- The average compensation for assistant/associate artistic director was \$199,824 in FY 2023, and \$169,884 in FY 2022.
- The average compensation for school director was \$142,350 in FY 2023, and \$114,930 in FY 2022.
- According to New York City Ballet's 990, Peter Martins, former Artistic Director, received additional payments totaling \$624,000 in both FY 2021 and FY 2022. These payments were reported to 'Peter Martins Productions' under Section B of the 990 as an 'Independent Contractor' and disclosed under [Schedule L](#) as a 'Business Transaction Involving Interested Persons.' In FY 2023, these additional payments decreased significantly to \$130,726; however, they were attributed directly to Peter Martins and disclosed only under **Schedule L**, with no reporting to 'Peter Martins Productions' under **Section B**, as in previous years.

Report Sections:

Section 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

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

- **Largest 50** Artistic and Executive Director Compensation Compared to Company Budget Over Time
- Compensation Changes Despite Company Budget Reduction in FY22

Section III: Artistic and Executive Compensation in Relation to Company Surpluses/ Deficits

Section IV: Significant Changes in Compensation, Retirement, and Other Deferred Compensation

Section V: Additional Employees, Related Foundations, and Other Findings

Section VI: Operational Definitions, Methodology, and Limitations

Appendix A: Compensation by Budget Tier

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

Appendix C: Companies with Available FY 2023 Form 990s

Appendix D: Artistic & Executive Director Changes in 2022 and 2023

Section I: Artistic and Executive Compensation in FY 2023 and FY 2022

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

Gender Pay Gap - Year-Over-Year Comparisons

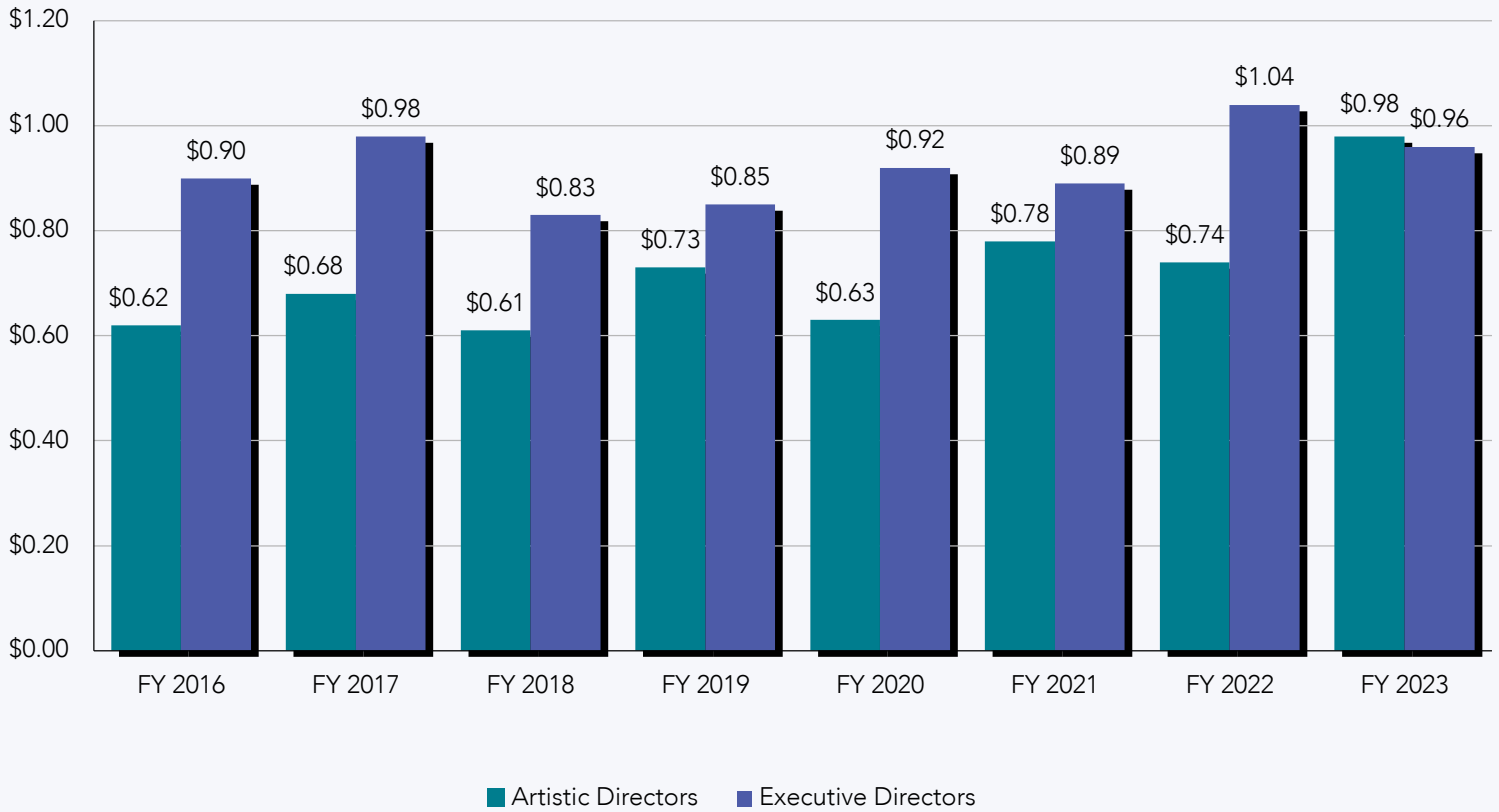
The following graph displays the gender pay gap over time for artistic directors and executive directors in the **Largest 50**². In FY 2023³, female executive directors earned 4 cents less than their male counterparts, and female artistic directors earned 2 cents less than their male counterparts.

Note: Miami City Ballet’s (#8) artistic director compensation of \$1,143,938 was a significant outlier. She is the only female artistic director within the Largest 10 companies with reported compensation for FY23. When this outlier is excluded in FY23, women earned 61 cents per every dollar earned by men.

2 FY 22 **Largest 50** companies: **American Ballet Theatre (#3), Los Angeles Ballet (#37), LA Dance Project (#39)** are not included in calculations as their FY 2023 990 forms are not yet available.

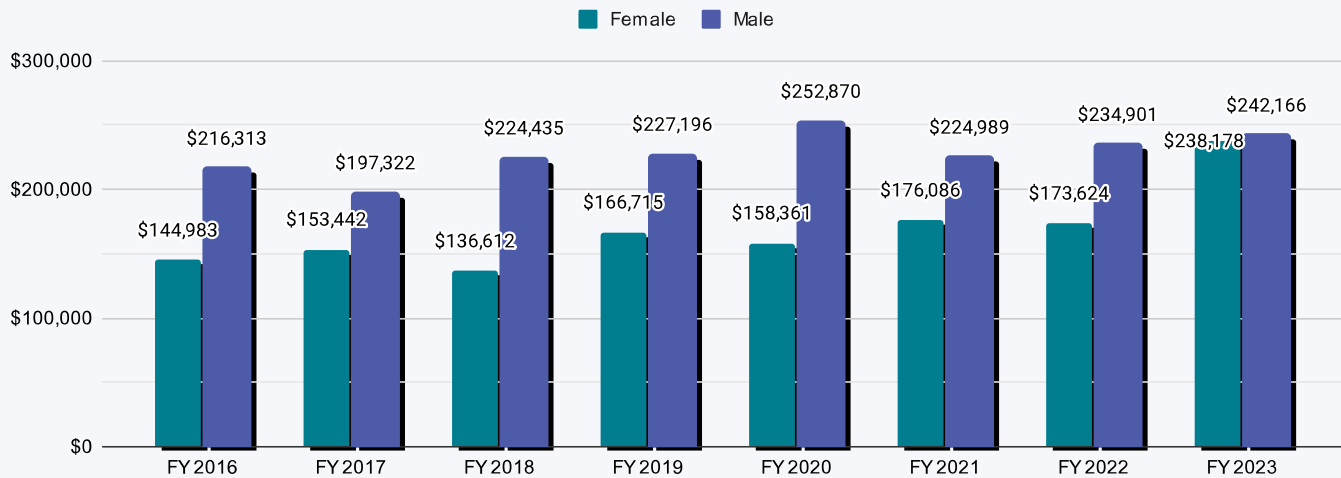
3 As of November 2024, there are four female artistic directors within the **Largest 10**. When the report was released in December 2024, only Lourdes Lopez’s (Miami City Ballet) compensation was available. The following female artistic director’s compensation is not reported. Susan Jaffe is currently the artistic director of American Ballet Theatre, but ABT’s FY23 filing was not available. Julie Kent is the co-artistic director of Houston Ballet. She assumed this role in July 2023, which marks the beginning of HB’s FY24 tax year. Kent’s compensation will not be reported until FY24 filings are available. Tamara Rojo is the artistic director of San Francisco Ballet. SFB reported Rojo earned \$25,095 in FY23 after assuming the role of artistic director in late 2022, midway through SFB’s 2023 fiscal year.

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

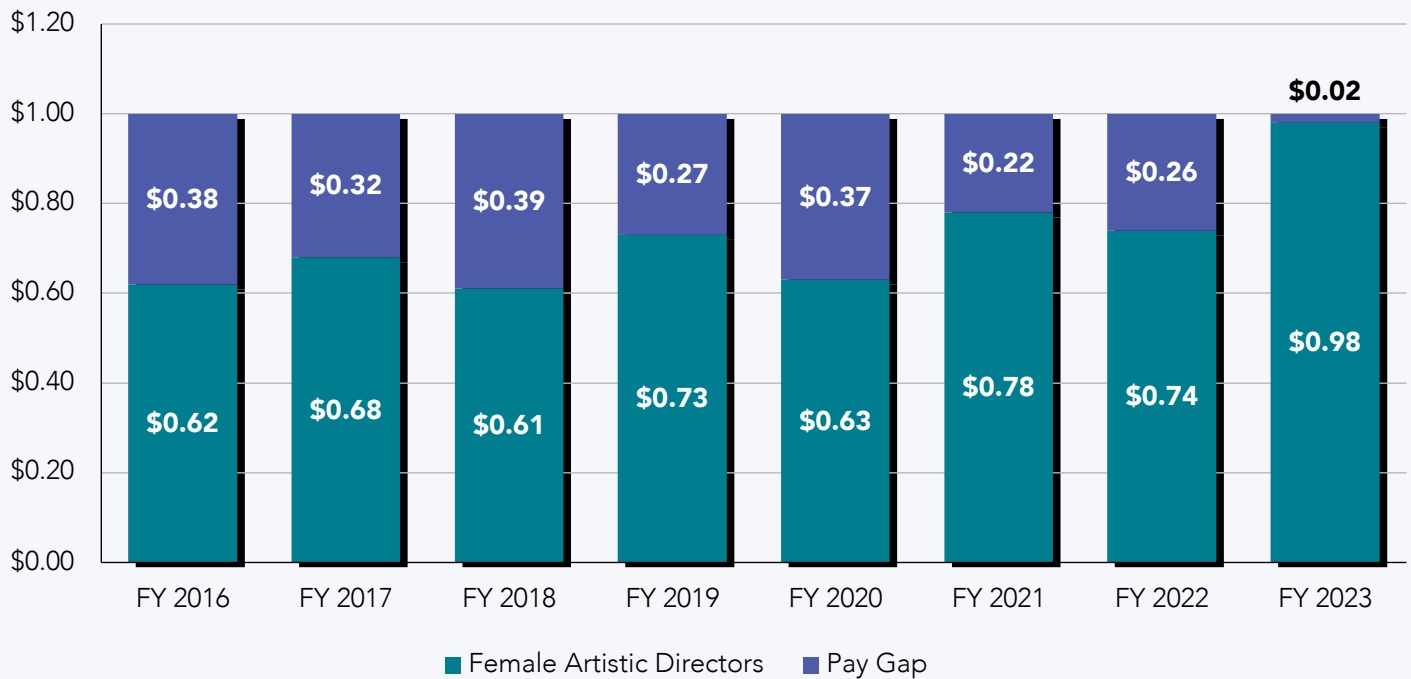


Artistic Director Pay Gap

Largest 50 - Average Artistic Director Compensation by Gender

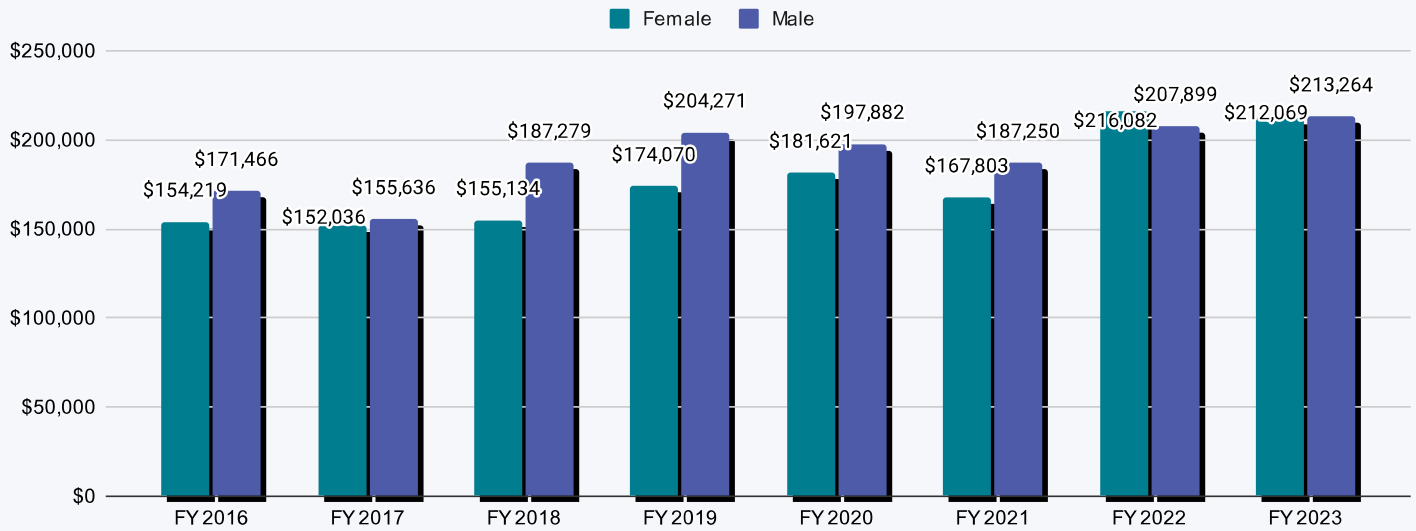


Largest 50 - Artistic Directors Pay Gap Over Time

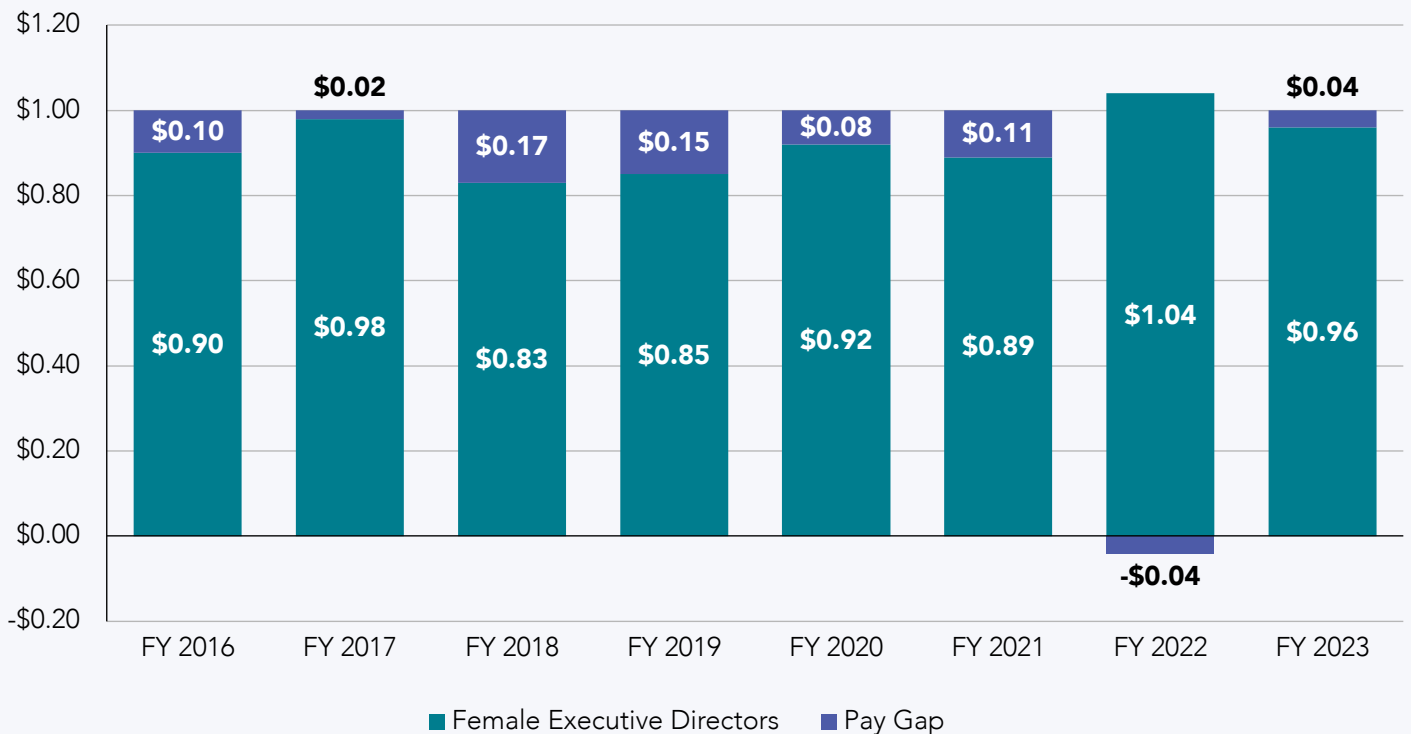


Executive Director Pay Gap

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 2023

Artistic Directors

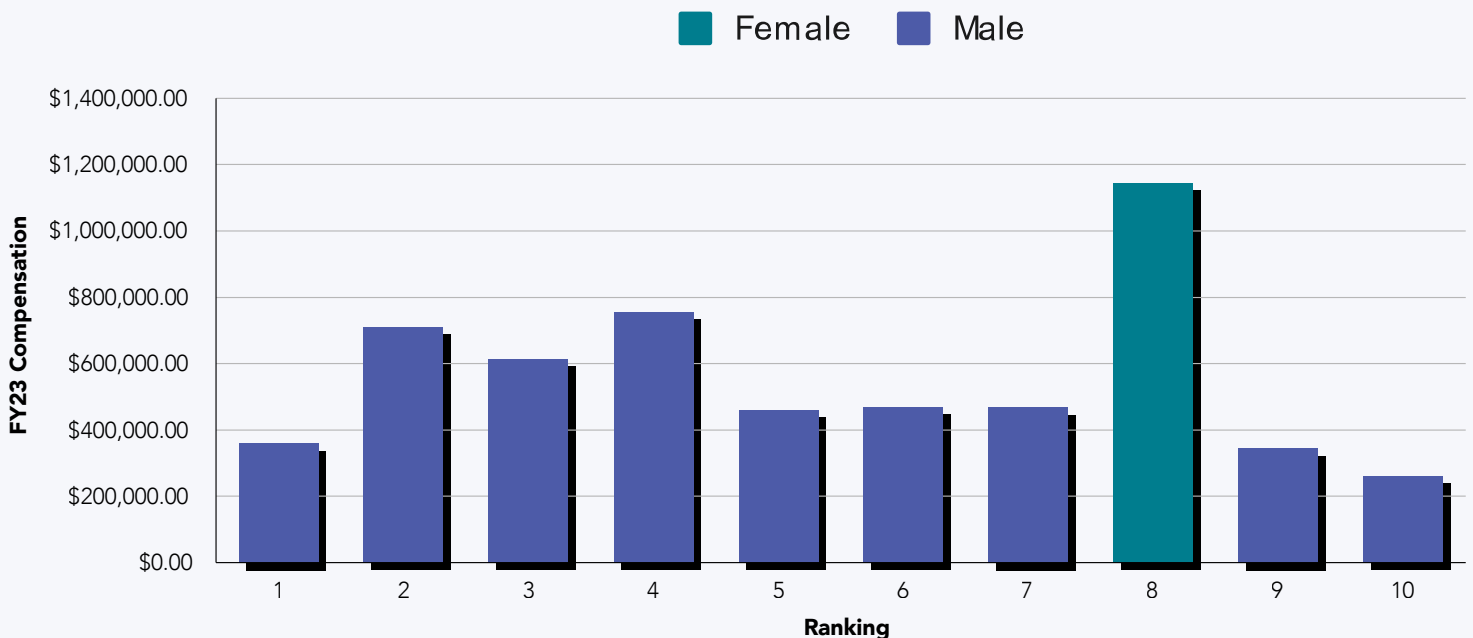
Based on the available FY 2023 data, DDP was able to source compensation information for 48 artistic directors within the **Largest 50** (preliminary ranking based on FY23 financials). Additionally, a number of companies self reported compensation data for inclusion. These numbers are included in calculations, but companies have not been named to maintain confidentiality.

The average compensation of these 48 artistic directors was \$241,252 (range: \$63,692 to \$1,143,938) in FY 2023. There were 11 female artistic directors recorded with an average compensation of \$238,178 (range: \$86,304 to \$1,143,938), and 37 men earning an average compensation of \$242,166 (range \$63,692 to \$755,318). On average, women earned 98 cents per every dollar earned by men.

Within the **Largest 10** companies for FY 23, artistic directors on average were compensated \$558,175.

DDP found 1 female artistic director earning \$1,143,938, and 9 male artistic directors earning an average of \$493,090.

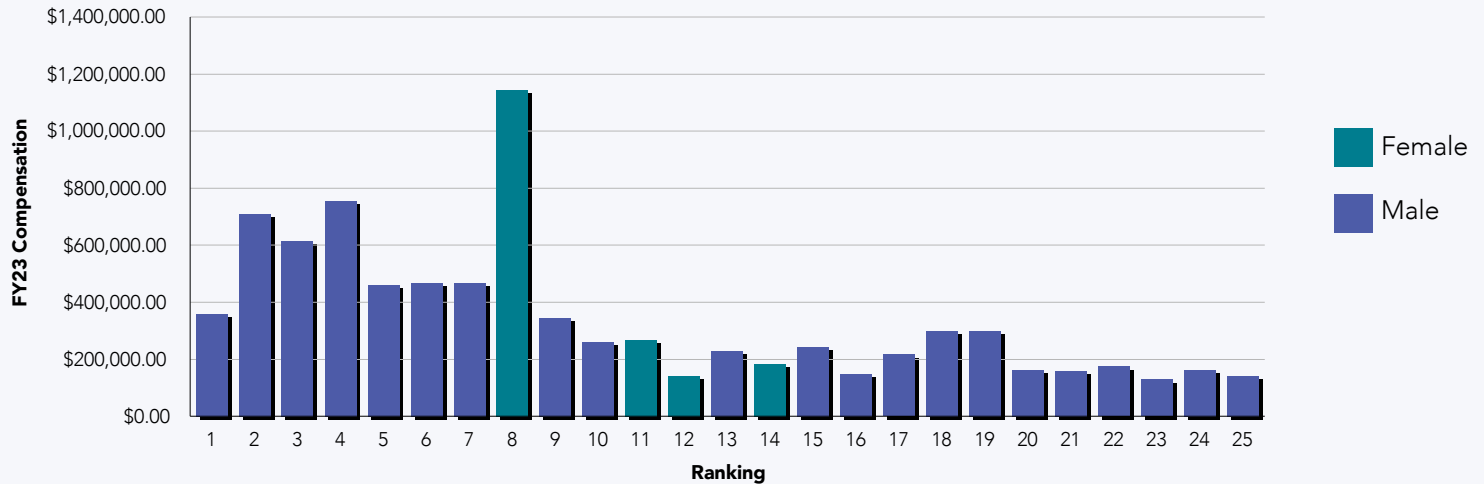
Largest 10 - FY23 AD Compensation by Company Ranking



Within the **Largest 25** companies for FY 23, artistic directors on average were compensated \$341,533.

DDP found 4 female artistic directors earning an average of \$433,432, and 21 male artistic directors earning an average of \$324,029.

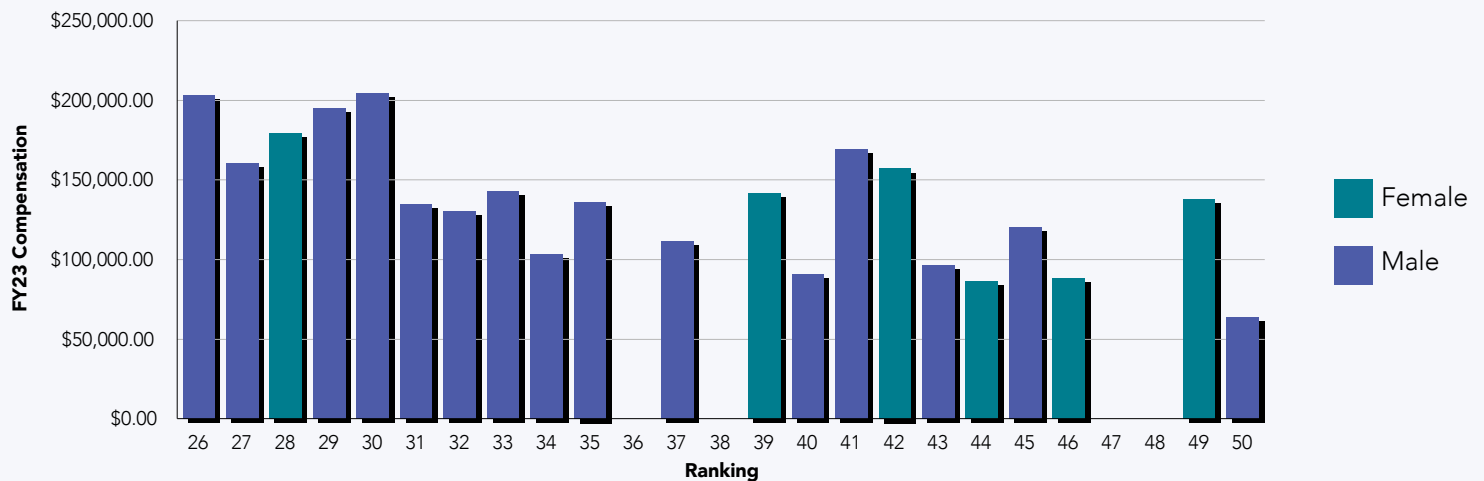
Largest 25 - FY23 AD Compensation by Company Ranking



Within the **Lower 25** companies for FY 23, artistic directors on average were compensated \$132,250.

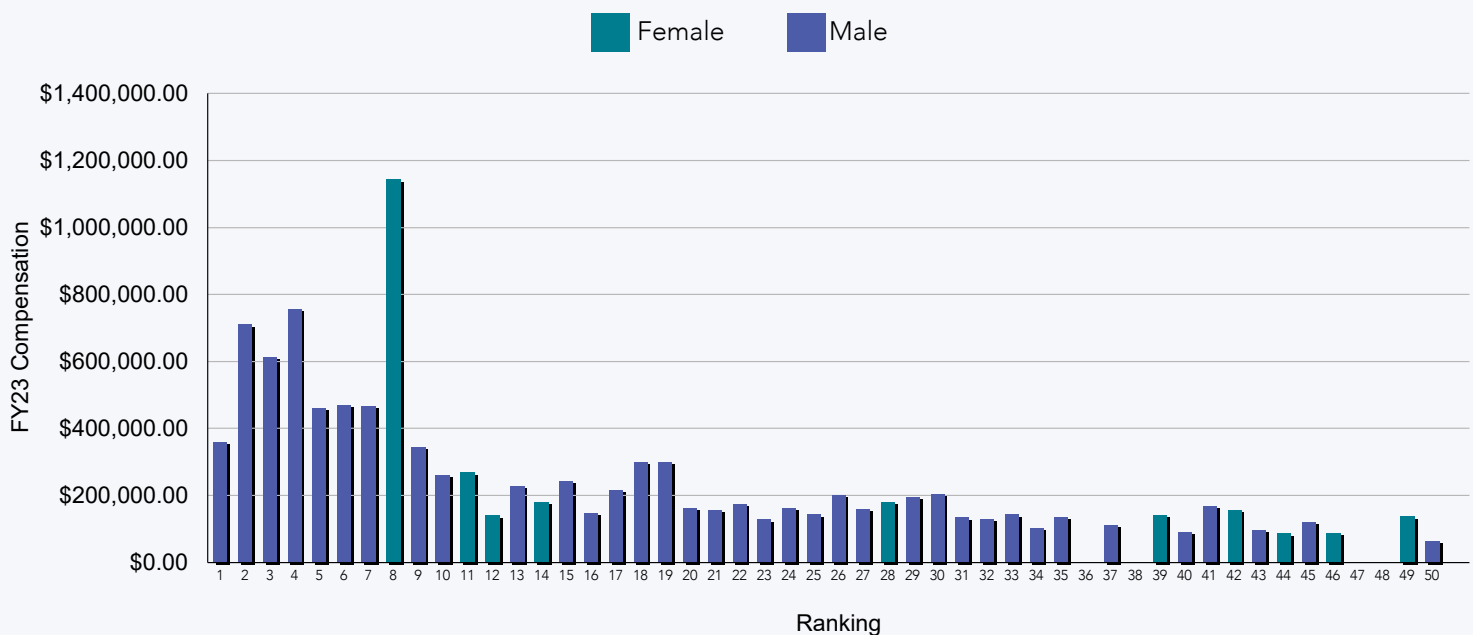
DDP found 7 female artistic directors earning an average of \$126,604, and 16 male artistic directors earning an average of \$134,720.

Lower 25 - FY23 AD Compensation by Company Ranking



Note: Miami City Ballet's (#8) artistic director compensation of \$1,143,938 was a significant outlier. She is the only female artistic director within the Largest 10 companies with reported compensation for FY23⁴. When this outlier is excluded, the average compensation of FY23 Largest 50 is \$222,046 (range: \$63,692 to \$755,318). Excluding this outlier, the 10 female artistic directors in the Largest 50 (based on FY23 financials) earned an average compensation of \$147,602 (range: \$86,304 to \$268,146), while the 37 male artistic directors earned an average compensation of \$242,166 (range \$63,692 to \$755,318). On average, when Lourdes Lopez's compensation is excluded, women earned 61 cents per every dollar earned by men.

Largest 50 - FY23 AD Compensation by Company Ranking



The following companies were included in the FY 22 **Largest 50**, but their FY 2023 990 forms were unavailable at the time of report release:

American Ballet Theatre, Los Angeles Ballet, LA Dance Project

Additionally, the following FY 23 **Largest 50** companies do not list artistic director compensation on their FY 2023 990 form:

Dallas Black Dance Theatre and Ballet Rhode Island

Ballet Hispánico and BalletX, executive directors also serve as artistic directors.

⁴ As of December 2024, there are four female artistic directors within the **Largest 10**. When the report was released in December 2024, only Lourdes Lopez's (Miami City Ballet) compensation was available. The following female artistic director's compensation is not reported. Susan Jaffe is currently the artistic director of American Ballet Theatre, but ABT's FY23 filing was not available. Julie Kent is the co-artistic director of Houston Ballet. She assumed this role in July 2023, which marks the beginning of HB's FY24 tax year. Kent's compensation will not be reported until FY24 filings are available. Tamara Rojo is the artistic director of San Francisco Ballet. SFB reported Rojo earned \$25,095 in FY23 after assuming the role of artistic director in late 2022, midway through SFB's 2023 fiscal year.

Executive Directors

DDP sourced compensation for 44 reported executive directors within the **Largest 50** (preliminary ranking based on FY23 financials) with an average compensation of \$216,123 (range: \$60,000 to \$805,013). DDP was able to obtain data for 23 female executive directors earning an average compensation of \$212,069 (range: \$60,000 to \$805,013), and 21 men earning an average compensation of \$213,264 (range: \$82,666 to \$633,558). On average, women earned 4 cents less for every dollar earned by men.

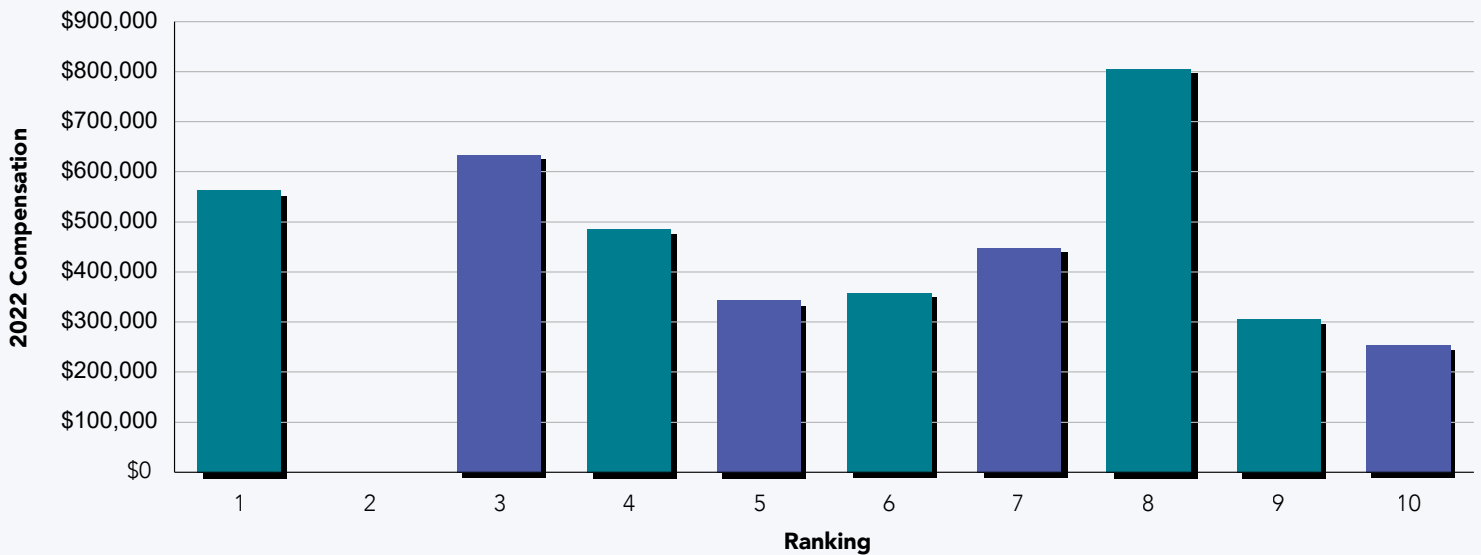
Please note, a number of companies self reported compensation data for inclusion. These numbers are included in calculations, but companies have not been named to maintain confidentiality.

Within the **Largest 10** companies for FY 23, executive directors on average were compensated \$466,358.

DDP found 5 female executive directors earning an average of \$504,071, and 4 male executive directors earning an average of \$419,216.

Largest 10 - FY23 ED Compensation by Company Ranking

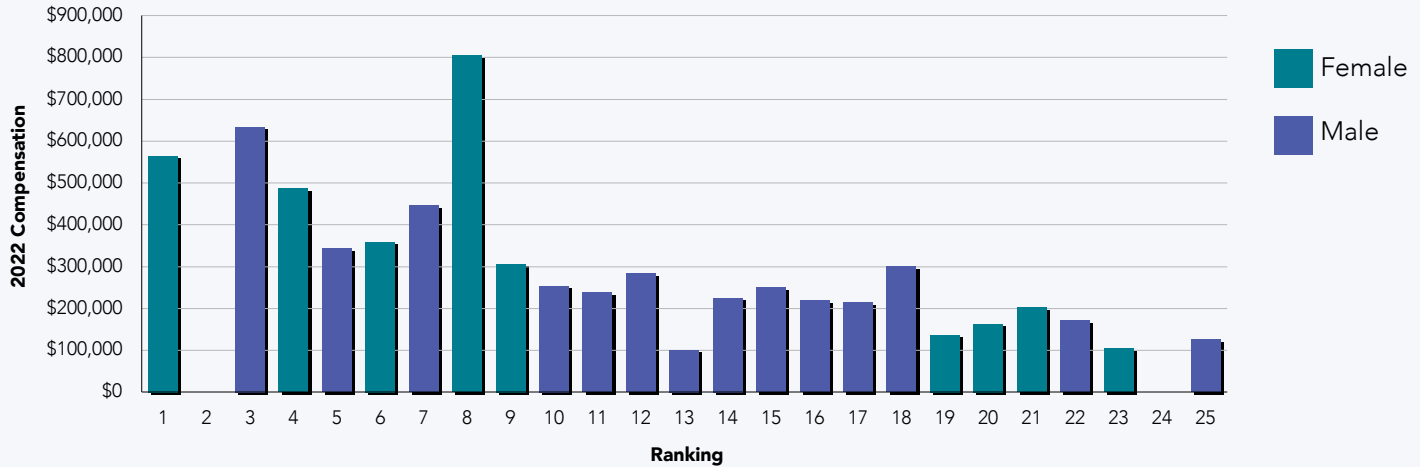
Female Male



Within the **Largest 25** companies for FY 23, executive directors on average were compensated \$301,482.

DDP found 9 female executive directors earning an average of \$347,496, and 14 male executive directors earning an average of \$271,901.

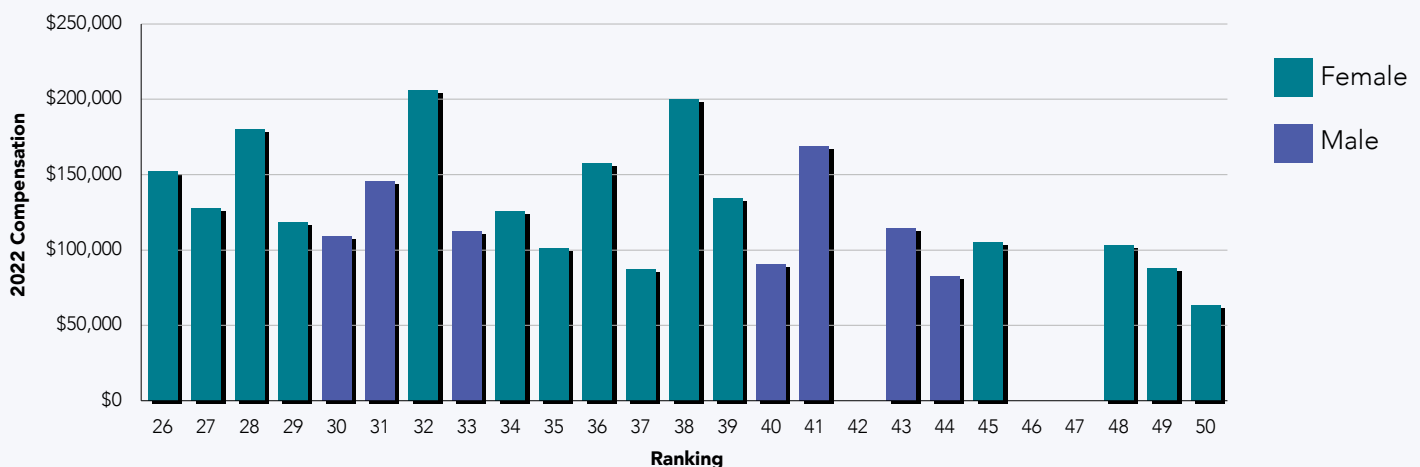
Largest 25 - FY23 ED Compensation by Company Ranking



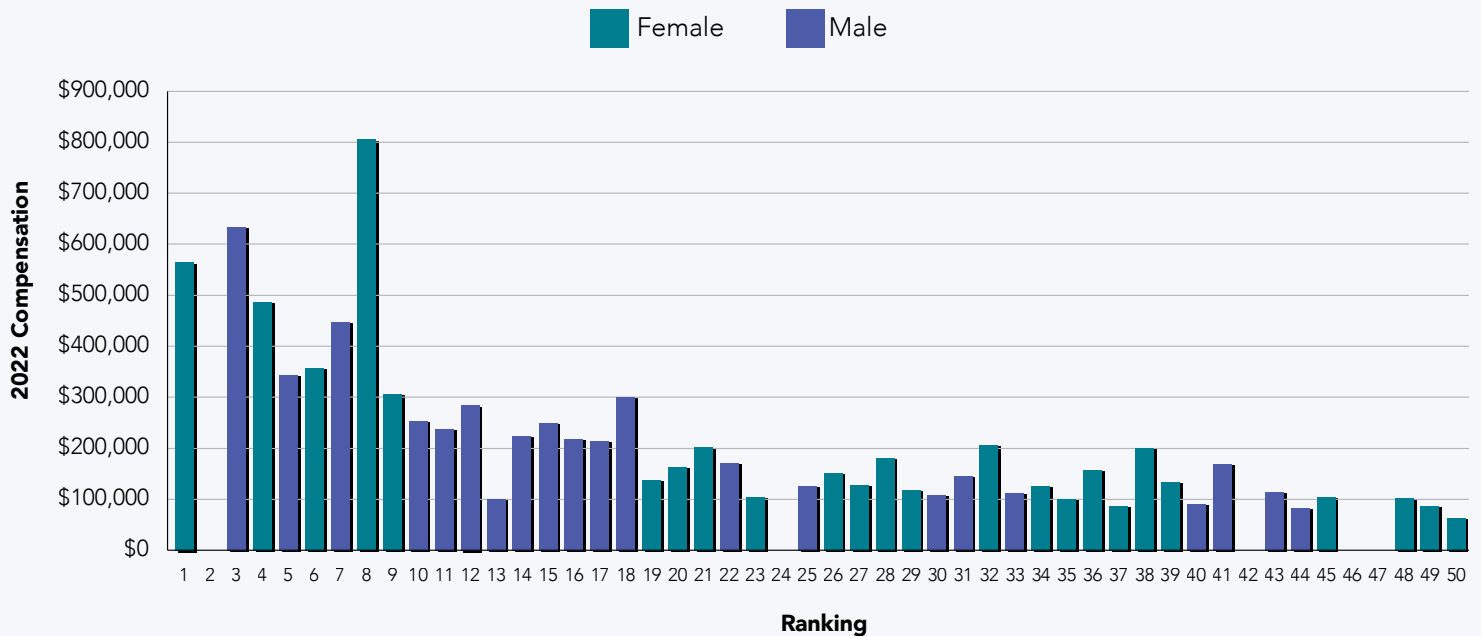
Within the **Lower 25** companies for FY 23, executive directors on average were compensated \$122,634.

DDP found 15 female executive directors earning an average of \$125,009, and 7 male executive directors earning an average of \$117,884.

Lower 25 - FY23 ED Compensation by Company Ranking



Largest 50 - FY23 ED Compensation by Company Ranking



The following FY22 **Largest 50** companies' FY 2023 990 forms are unavailable and do not list executive director compensation:

American Ballet Theatre, Los Angeles Ballet, LA Dance Project

Additionally, **BalletX** and **Alabama Ballet** do not list executive director compensation on their FY 2023 990 form.

Ballet Hispánico and BalletX, executive directors also serve as artistic directors.

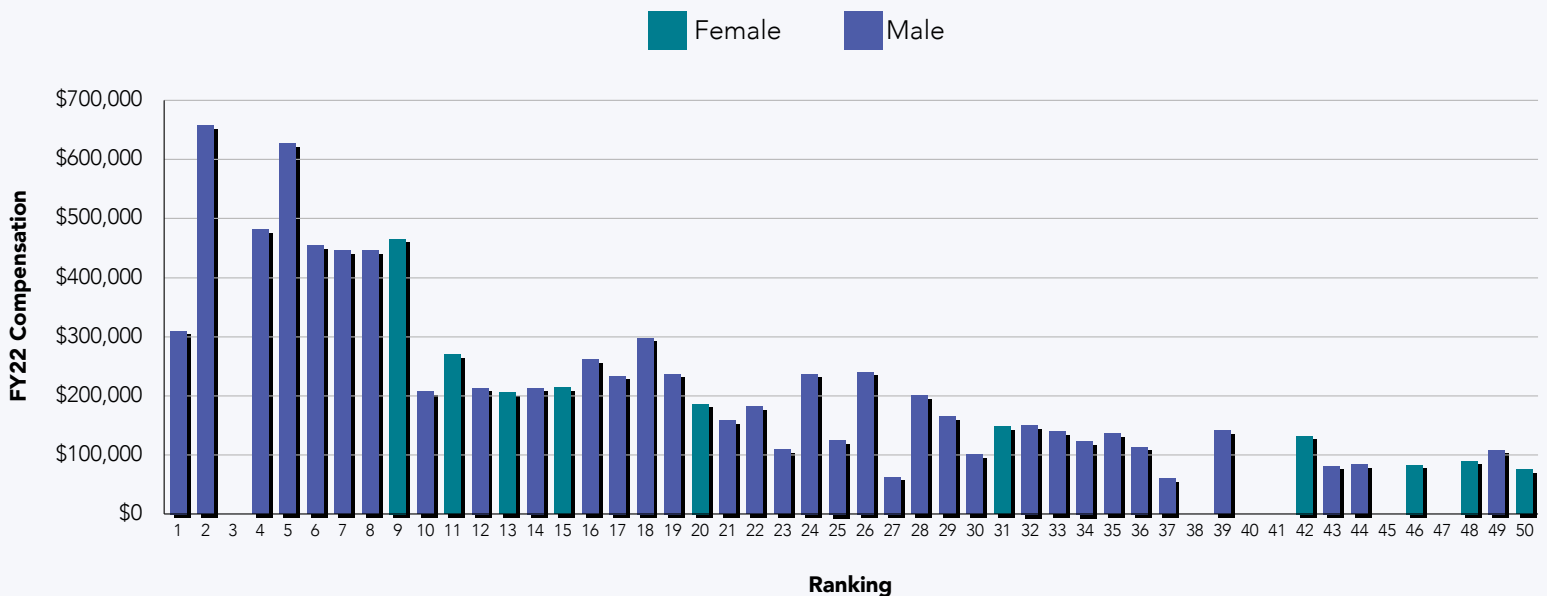
Largest 50 - Average Artistic and Executive Director Compensation in FY 2022

Artistic Directors

For FY 2022, DDP sourced compensation for 42 artistic directors within the **Largest 50** companies, revealing an average compensation of \$218,560. 10 female artistic directors earned an average compensation of \$173,624 (range: \$60,654 to \$465,276), and 33 male artistic directors earned an average compensation of \$234,901 (range: \$62,773 to \$658,158). **On average, women earned 74 cents per dollar earned by men.**

Please note, a number of companies self reported compensation data for inclusion. These numbers are included in calculations, but companies have not been named to maintain confidentiality.

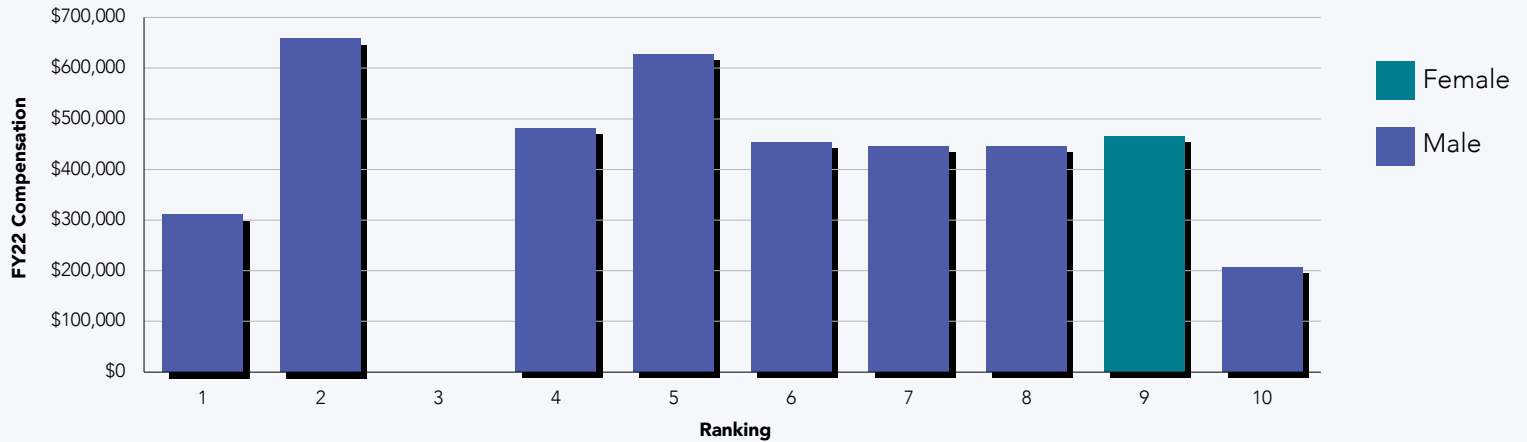
Largest 50 - FY22 AD Compensation by Company Ranking



Within the **Largest 10** companies for FY 22, artistic directors on average were compensated \$455,068.

DDP found 1 female artistic director earning \$465,276, and 8 male artistic directors earning an average of \$453,792.

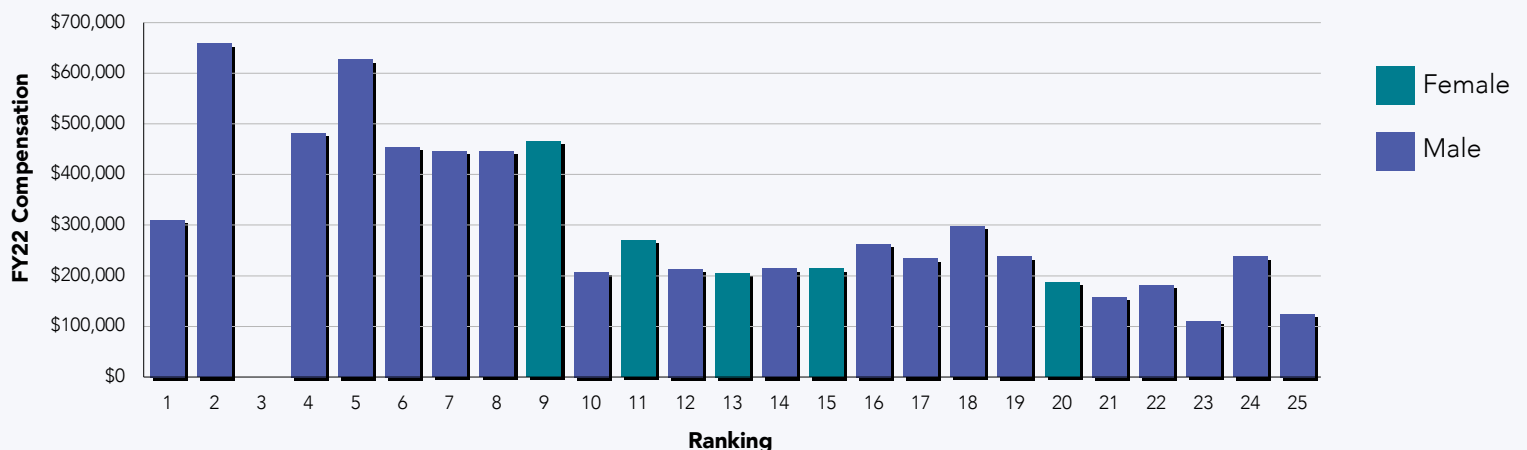
Largest 10 - FY22 AD Compensation by Company Ranking



Within the **Largest 25** companies for FY 22, artistic directors on average were compensated \$301,877.

DDP found 5 female artistic directors earning an average of \$268,495, and 19 male artistic directors earning an average of \$310,662.

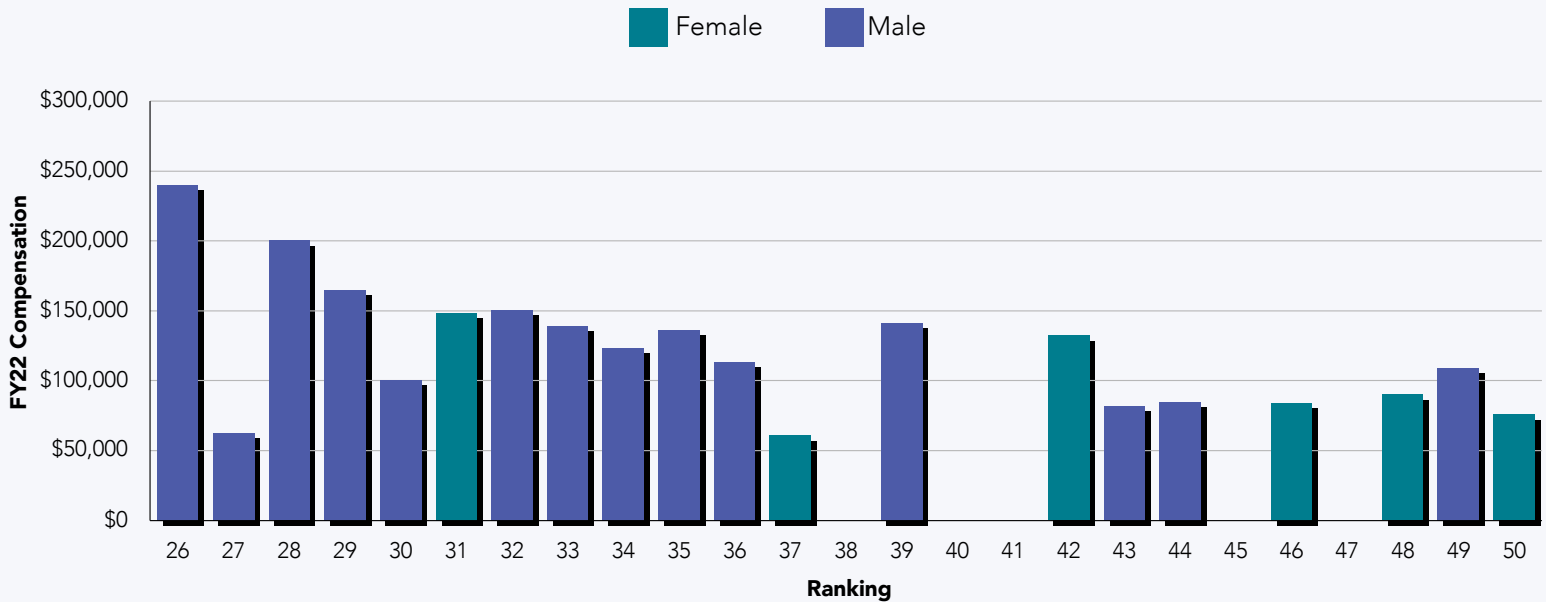
Largest 25 - FY22 AD Compensation by Company Ranking



Within the **Lower 25** companies for FY 22, artistic directors on average were compensated \$123,341.

DDP found 6 female artistic directors earning an average of \$105,858, and 14 male artistic directors earning an average of \$132,082.

Lower 25 - FY22 AD Compensation by Company Ranking



The following FY 22 **Largest 50** companies do not have artistic director compensation available on their FY 2022 990 form:

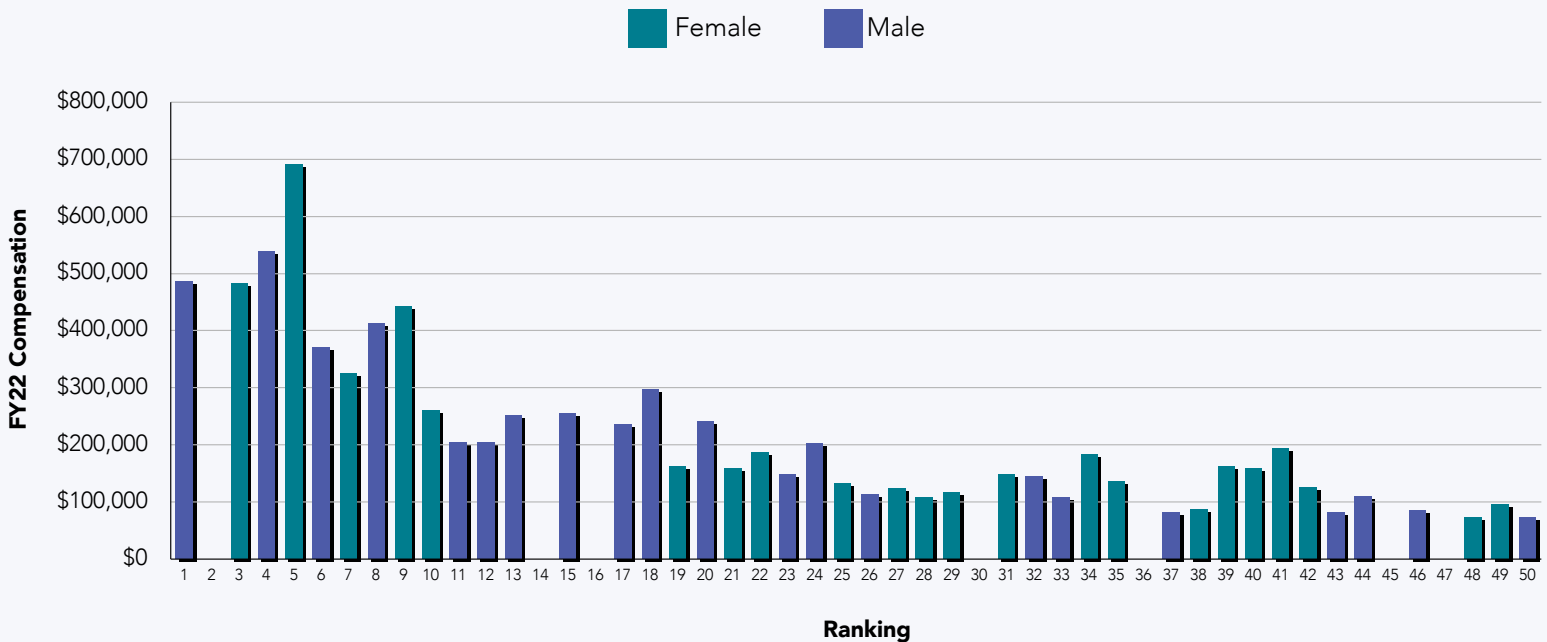
American Repertory Ballet (#38), Dallas Black Dance Theatre (#40), Ballet Memphis (#41), BalletX (#45), and Sacramento Ballet (#47)

Executive Directors

For FY 2022, DDP sourced compensation for 43 executive directors within the **FY 22 Largest 50** companies, earning an average compensation of \$212,362. 22 female executive directors earned an average compensation of \$216,082 (range: \$73,000 to \$690,425) and 21 male executive directors with earned an average of \$207,899 (range: \$72,518 to \$690,425), Within the **Largest 50**, women earned 4 cents more per dollar earned by men in FY 2022.

Please note, a number of companies self reported compensation data for inclusion. These numbers are included in calculations, but companies have not been named to maintain confidentiality.

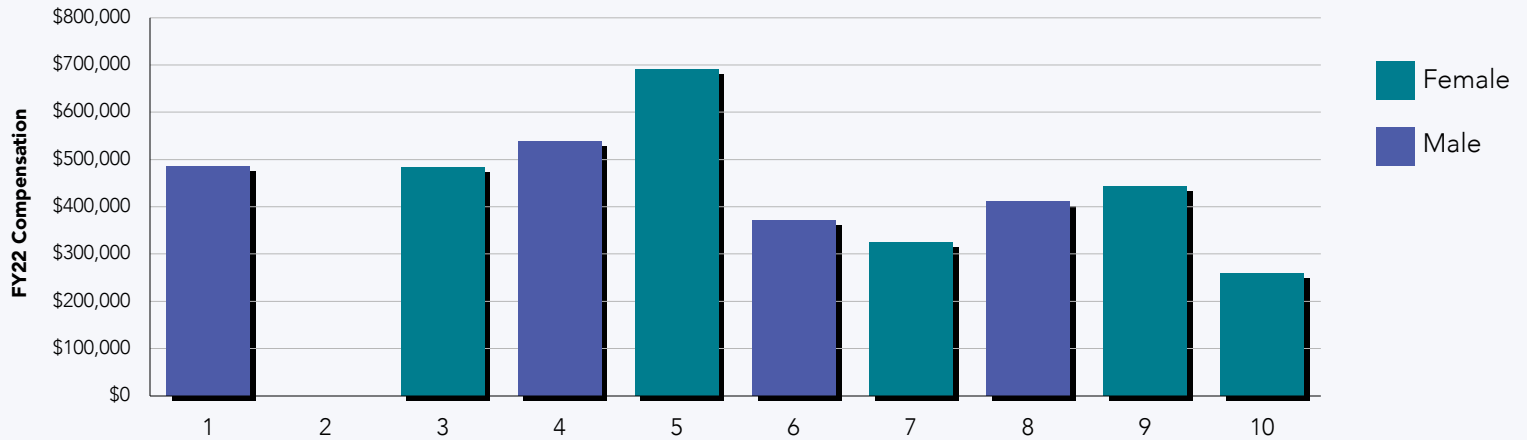
Largest 50 - FY22 ED Compensation by Company Ranking



Within the **Largest 10** companies for FY 22, executive directors on average were compensated \$445,642.

DDP found 5 female executive directors earning an average of \$447,938, and 4 male executive directors earning an average of \$441,050.

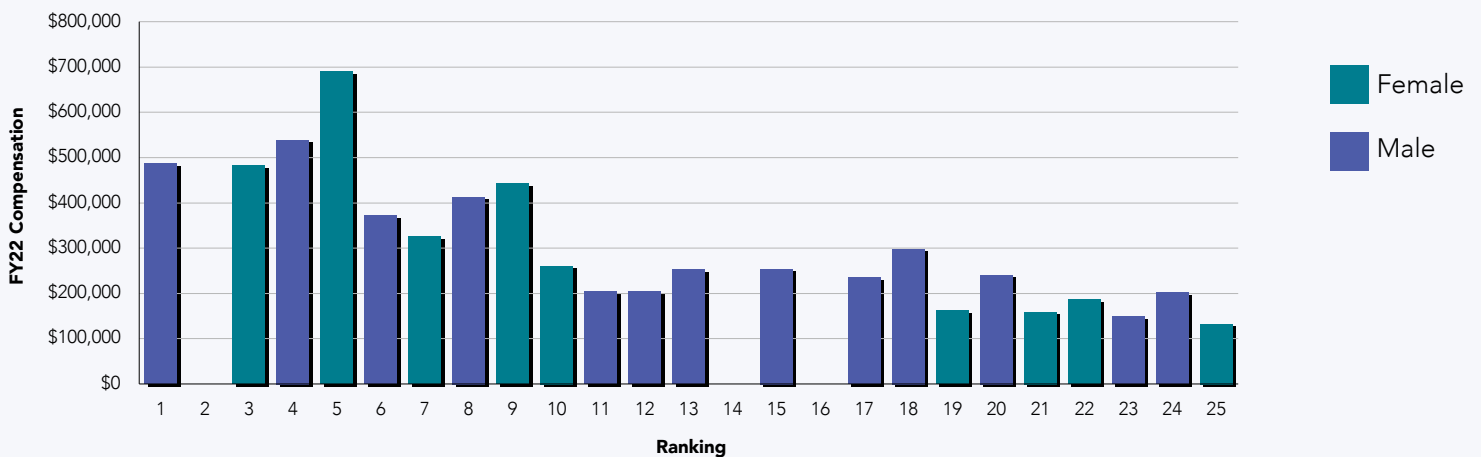
Largest 10 - FY22 ED Compensation by Company Ranking



Within the **Largest 25** companies for FY 22, executive directors on average were compensated \$304,049.

DDP found 9 female executive directors earning an average of \$332,674, and 13 male executive directors earning an average of \$280,195.

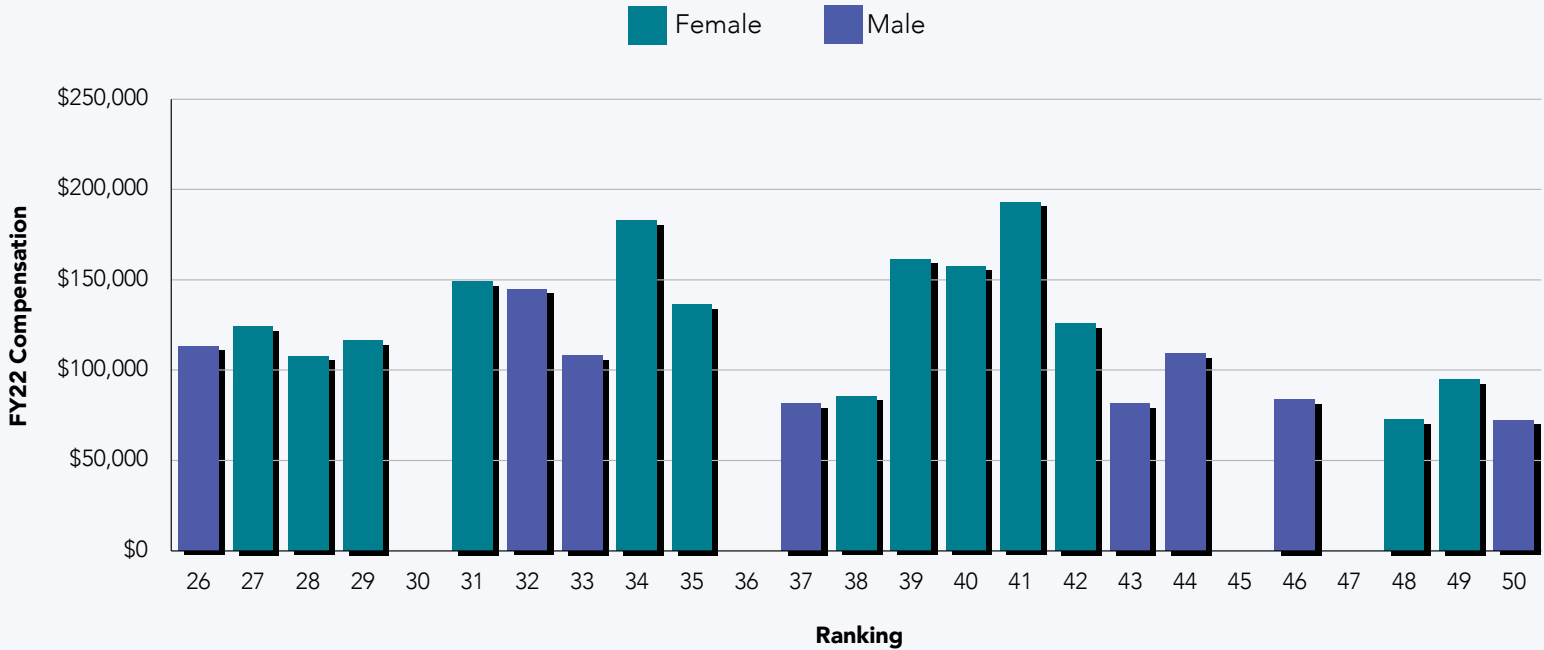
Largest 25 - FY22 ED Compensation by Company Ranking



Within the **Lower 25** companies for FY 22, executive directors on average were compensated \$120,676.

DDP found 13 female executive directors earning an average of \$132,802, and 8 male executive directors earning an average of \$99,454.

Lower 25 - FY22 ED Compensation by Company Ranking



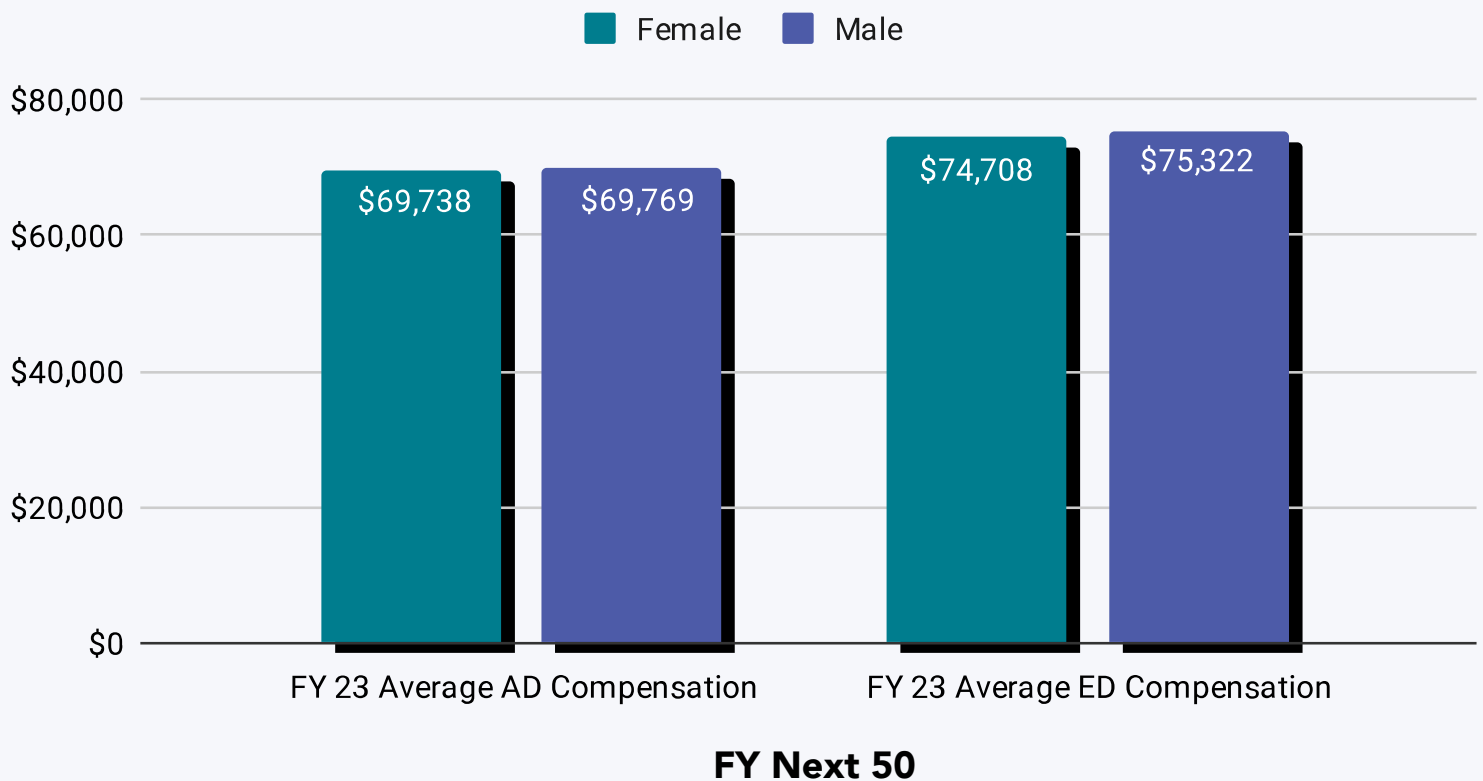
Next 50 - Average Artistic and Executive Director Compensation in FY 2023

For FY 2023, DDP sourced compensation for 28 artistic directors in the FY 23 **Next 50**. On average, artistic directors within the **Next 50** (preliminary ranking based on FY23 financials) were compensated \$69,750. 17 female artistic directors earned an average of \$69,738 (range: \$30,582 to \$125,643). 11 male artistic directors earned an average of \$69,769 (range: \$22,120 to \$136,539). **On average, women earned 99 cents per dollar earned by men.**

For FY 2023, DDP sourced compensation for 16 executive directors in the FY 23 **Next 50**. On average, executive directors within the **Next 50** (preliminary ranking based on FY23 financials) were compensated \$74,938. 10 female executive directors earned an average of \$74,708 (range: \$25,000 to \$103,000). 6 male executive directors earned an average of \$75,322 (range: \$22,120 to \$171,090). **On average, women earned 99 cents per dollar earned by men.**

Please note, a number of companies self reported compensation data for inclusion. These numbers are included in calculations, but companies have not been named to maintain confidentiality.

Next 50- Average Compensation by Gender (FY 23)



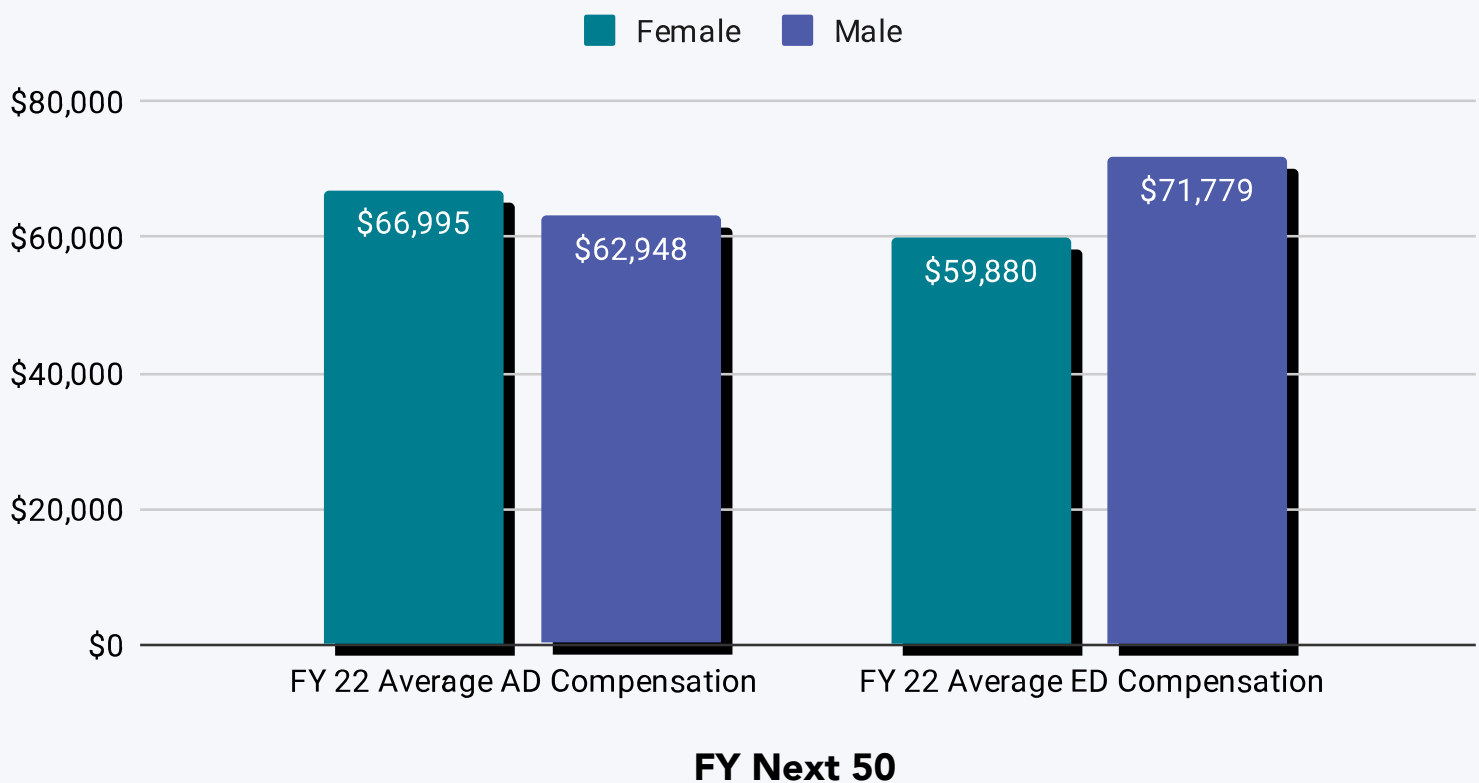
Next 50 - Average Artistic and Executive Director Compensation in FY 2022

For FY 2022, DDP sourced compensation for 23 artistic directors within the **Next 50** (based on FY22 financials). On average, artistic directors were compensated \$64,532. 14 female artistic directors earned an average of \$62,948 (range: \$24,503 to \$113,623). 9 male artistic directors earned an average of \$66,995 (range: \$35,818 to \$151,000). **On average, women earned 91 cents per dollar earned by men.**

For FY 2022, DDP sourced compensation for 27 executive directors within the **Next 50** (based on FY22 financials). On average, artistic directors were compensated \$64,287. 17 female executive directors earned an average of \$59,880 (range: \$10,000 to \$113,623). 10 male executive directors earned an average of \$71,779 (range: \$44,231 to \$137,631). **On average, women earned 87 cents per dollar earned by men.**

Please note, a number of companies self reported compensation data for inclusion. These numbers are included in calculations, but companies have not been named to maintain confidentiality.

Next 50- Average Compensation by Gender (FY 22)



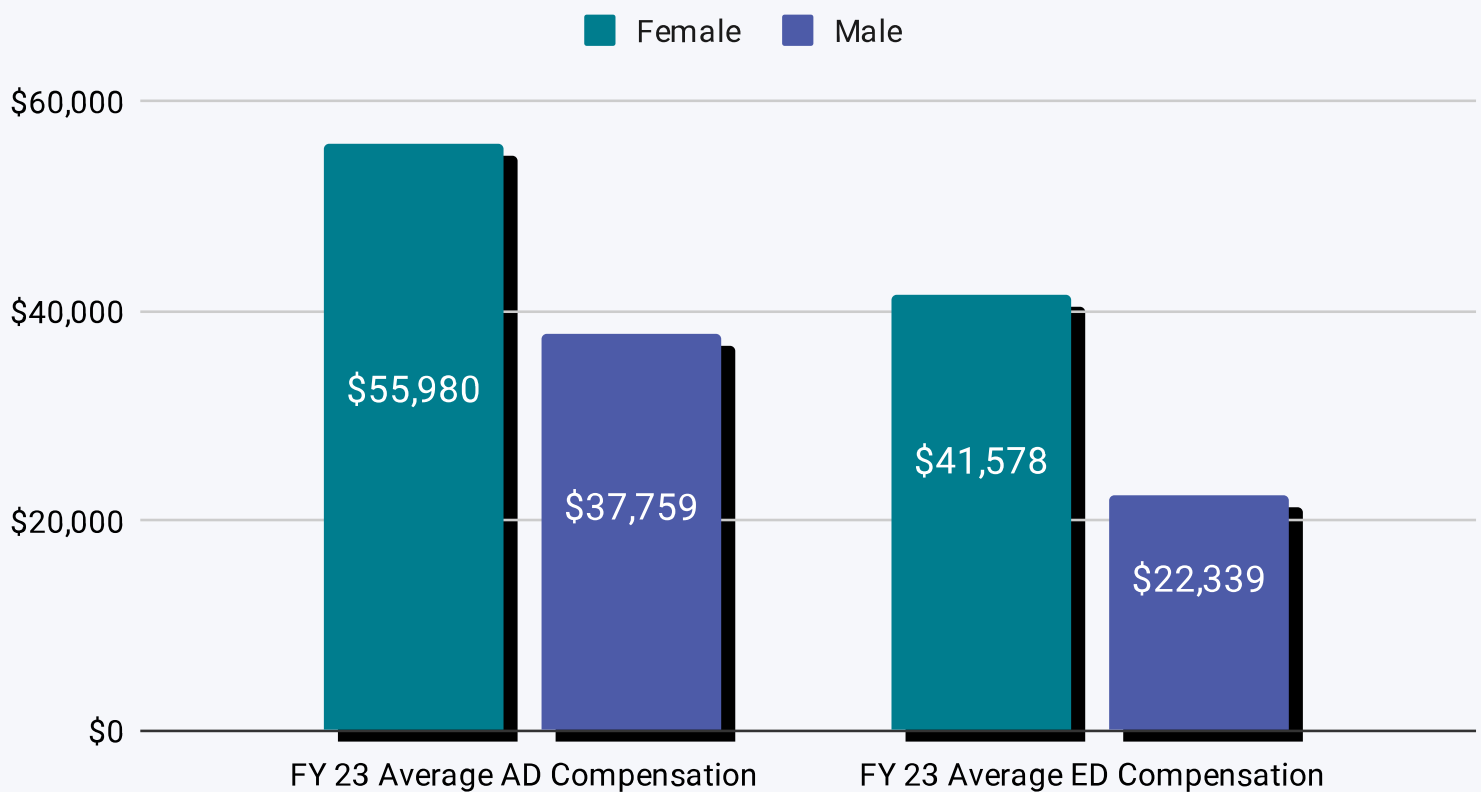
Additional 50 - Average Artistic and Executive Director Compensation in FY 2023

For FY 2023, DDP sourced compensation for 18 artistic directors earning an average of \$45,857 within the **Additional 50** (preliminary ranking based on FY23 financials). 8 female artistic directors earned an average of \$55,980 (range: \$35,000 to \$95,300). 10 male artistic directors earned an average of \$37,759 (range: \$5,700 to \$76,079). **On average, women earned \$1.48 for every dollar earned by men.**

For FY 2023, DDP sourced compensation for 10 executive directors earning an average salary of \$35,807 within the **Additional 50** (preliminary ranking based on FY23 financials). 7 female executive directors earned an average of \$41,578 (range: \$5,910 to \$82,400). 3 male executive directors earned an average of \$22,339 (range: \$15,600 to \$35,000). **On average, women earned \$1.86 for every dollar earned by men.**

Please note, a number of companies self reported compensation data for inclusion. These numbers are included in calculations, but companies have not been named to maintain confidentiality.

Additional 50- Average Compensation by Gender (FY 23)



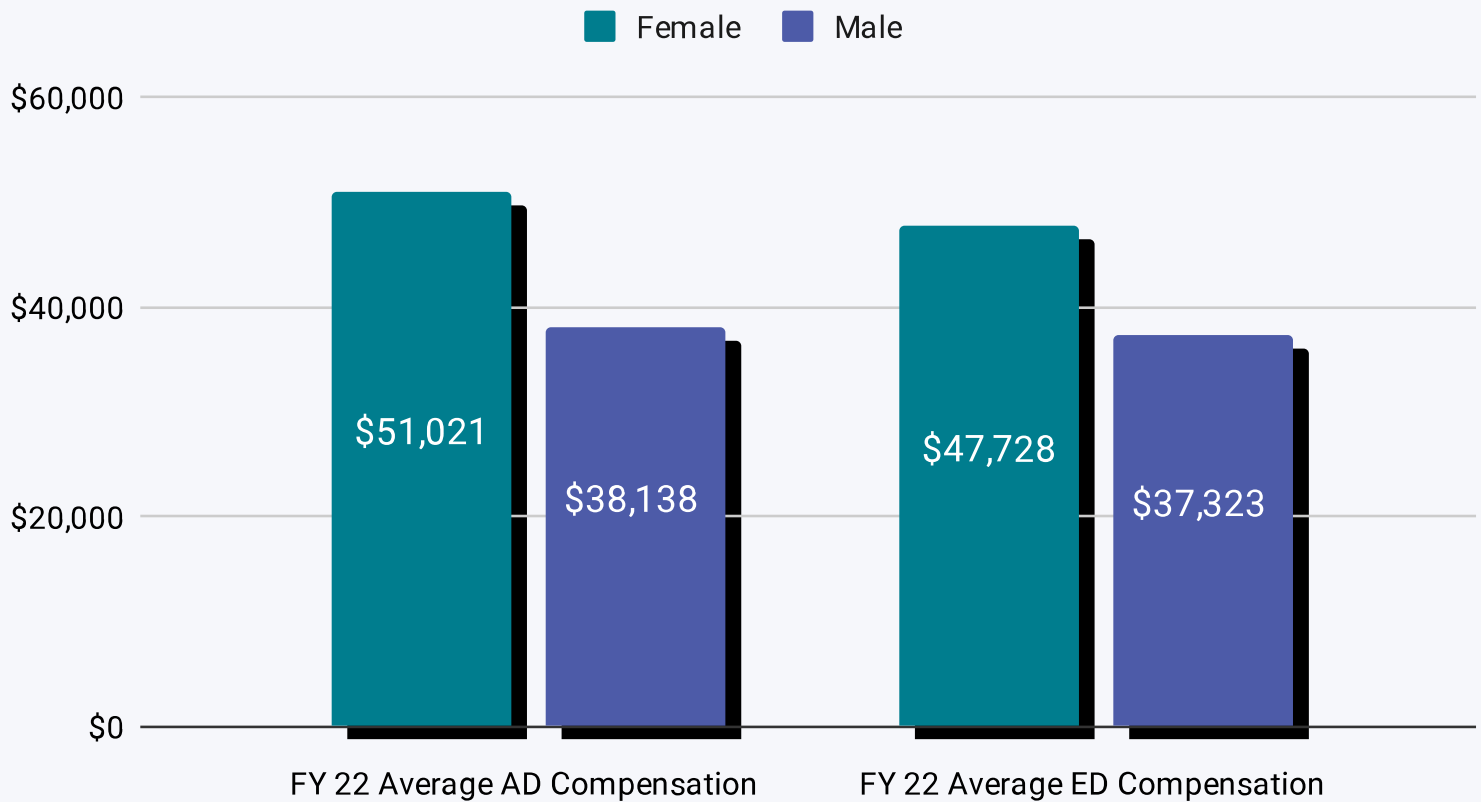
Additional 50 - Average Artistic and Executive Director Compensation in FY 2022

For FY 2022, DDP sourced compensation for 22 artistic directors within the **Additional 50** (based on FY22 financials) earning an average of \$43,409. 9 female artistic directors earned an average of \$51,021 (range: \$27,500 to \$100,000). 13 male artistic directors earned an average of \$38,138 (range: \$12,556 to \$60,432). On average, women earned \$1.34 for every dollar earned by men.

For FY 2022, DDP sourced compensation for 23 executive directors within the FY 22 **Additional 50** earning an average of \$44,109. Of those reported, 15 female executive directors earned an average of \$47,728 (range: \$1,000 to \$80,000). 8 male executive directors earned an average of \$37,323 (range: \$12,556 to \$60,432) for FY 2022. On average, women earned \$1.28 for every dollar earned by men.

Please note, a number of companies self reported compensation data for inclusion. These numbers are included in calculations, but companies have not been named to maintain confidentiality.

Additional 50- Average Compensation by Gender (FY 22)



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

For FY 2023, within the **Largest 50** companies, artistic director's compensation constituted an average of **2.28%** of total reported expenses, while the average executive director's compensation represented **2.11%** of the total expenses.

For FY 2023, within the **Next 50** companies, only 26 companies reported artistic director's compensation. Of those 26 companies, artistic director's compensation constituted an average of **5.99%** of total reported expenses.

For FY 2023, within the **Next 50** companies, only 24 companies reported executive director's compensation. Of those 26 companies, executive director's compensation constituted an average of **6.07%** of total reported expenses.

For FY 2023, within the **Additional 50** companies, only 18 companies reported artistic director's compensation. Of those 18 companies, artistic director's compensation constituted an average of **11.23%** of total reported expenses.

For FY 2023, within the **Additional 50** companies, only 12 companies reported executive director's compensation. Of those 12 companies, executive director's compensation constituted an average of **7.58%** of total reported expenses.

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 July 2024, in FY 2022 the **Largest 50** ballet companies accounted for 89.12% of total expenditures within the **Largest 150** ballet companies. In FY 2021, they accounted for 88.68%.

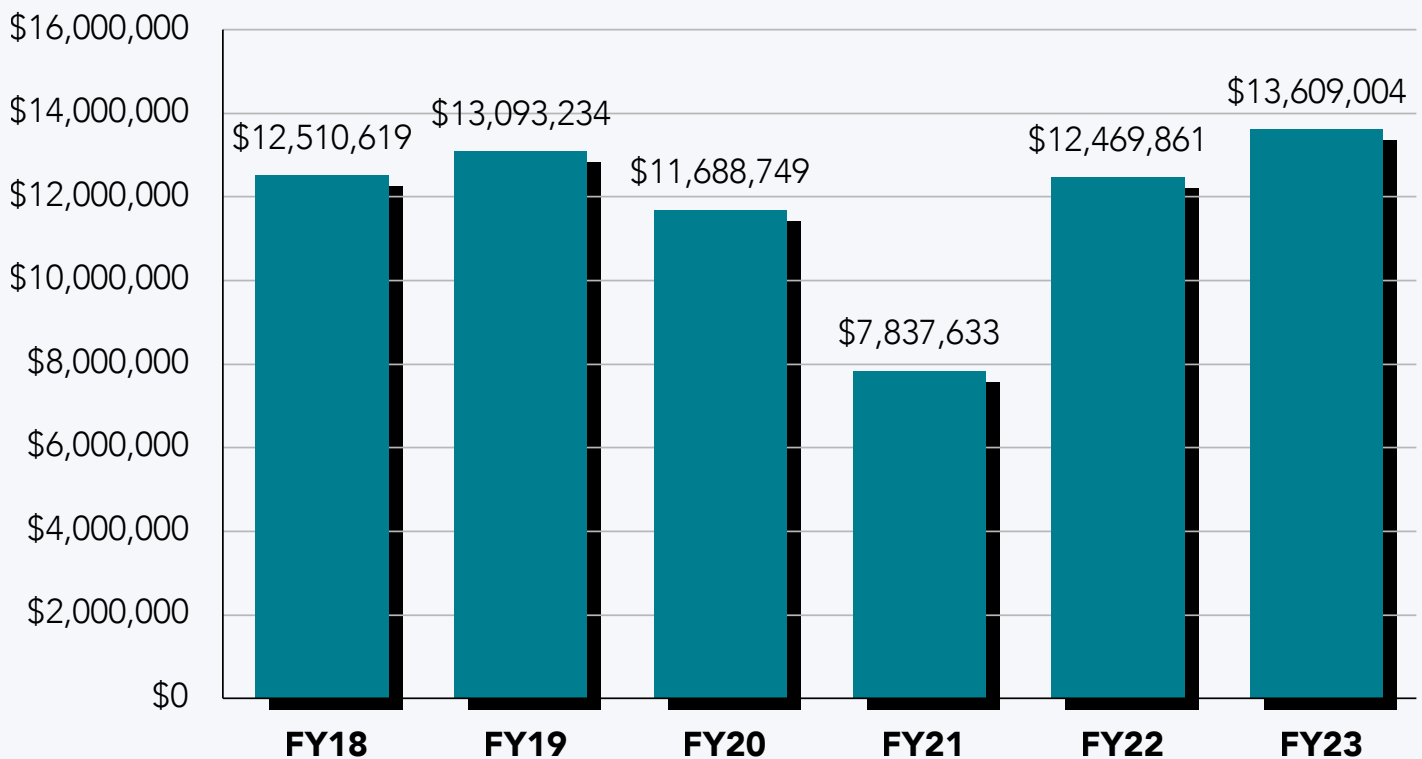
The following figures show the percentage of total expenses allocated towards artistic and executive director compensation in the **Largest 50**, the **Largest 10**, **Upper 25**, and **Lower 25**. Within the **Largest 50**, average artistic director compensation as a percentage of total company expenditures increased from 1.59% in FY 2018 to **2.28%** in FY 2023. Average executive director compensation as a percentage of total company expenditures increased from 1.38% in FY 2018 to **2.11%** in FY 2023. While average compensation has proportionally increased over time, average expenses within the **Largest 50** have stayed within the range of \$11,688,749-\$13,609,004 (with the exception of FY21 average of \$7,837,633).

Largest 50 - Artistic and Executive Director Compensation as % of Company Budget - Year-Over-Year Comparisons

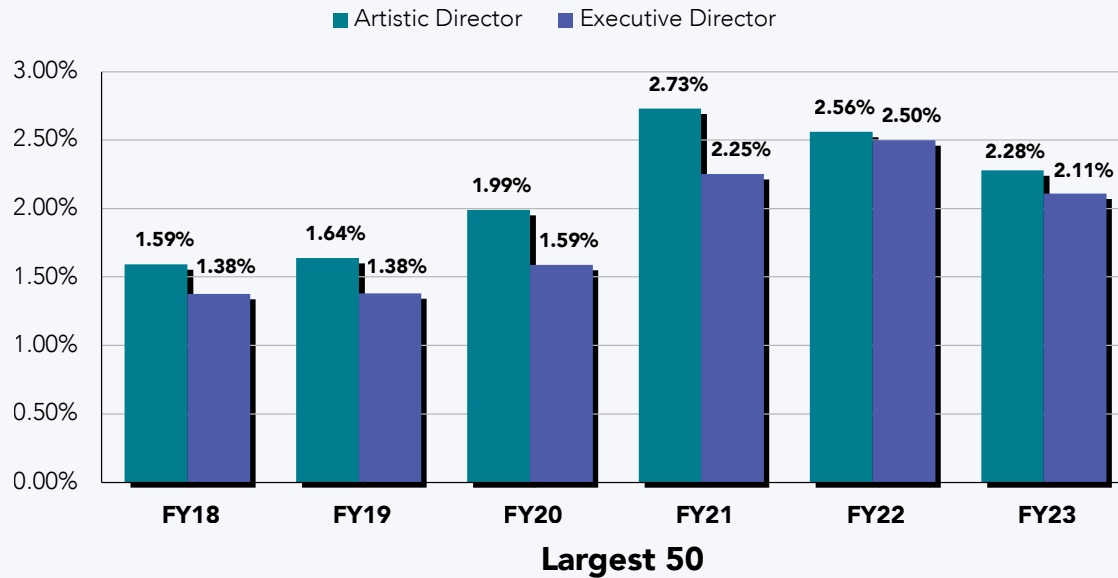
In FY 2023, the **Largest 50** average company budget by expenditure was \$13,609,004. Artistic director compensation averaged **2.28%** (range: 0.38% to 6.71%) of total expenses, and executive director compensation averaged **2.11%** (range: 0.6% to 4.65%) of total expenses.

Note: DDP has presented preliminary findings for FY2023, as not all filings were available at the time of report release (November 2024). As such, key artistic director compensation (e.g., Susan Jaffe at American Ballet Theatre), are not included in FY 2023 figures, leading to over/underestimations of the values presented.

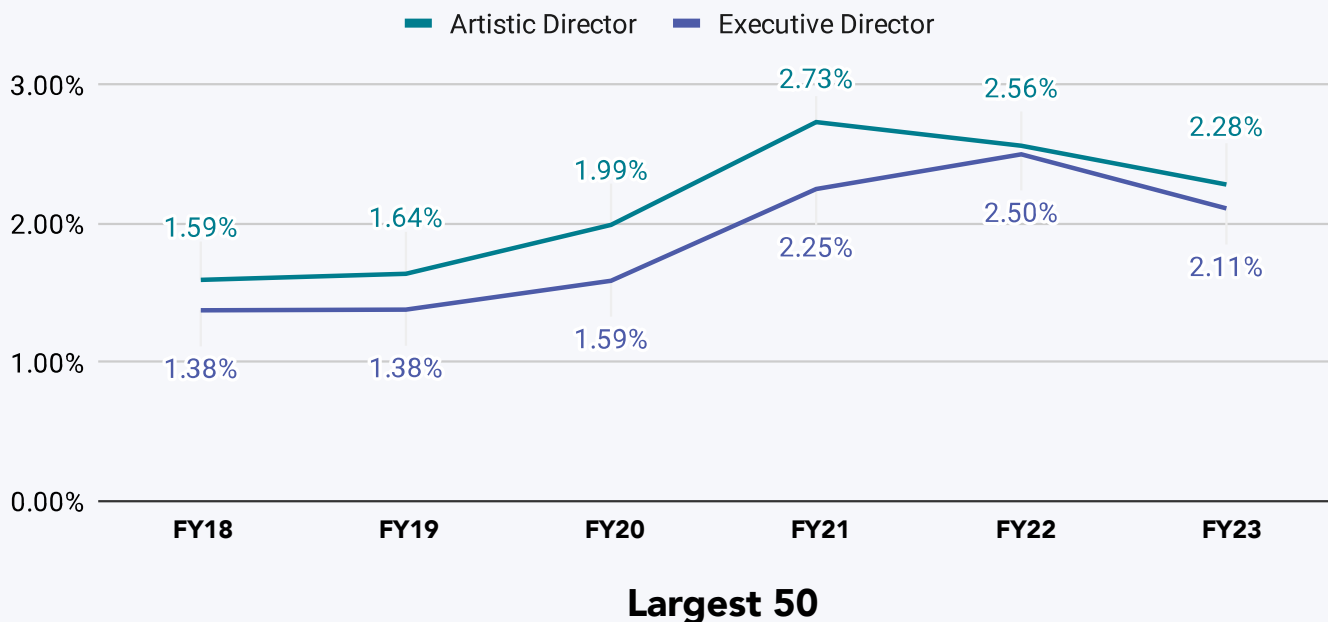
Largest 50 - Average Company Expenses



Largest 50 - Average Compensation as Percentage of Total Expenses



Largest 50 - Average Compensation as Percentage of Total Expenses

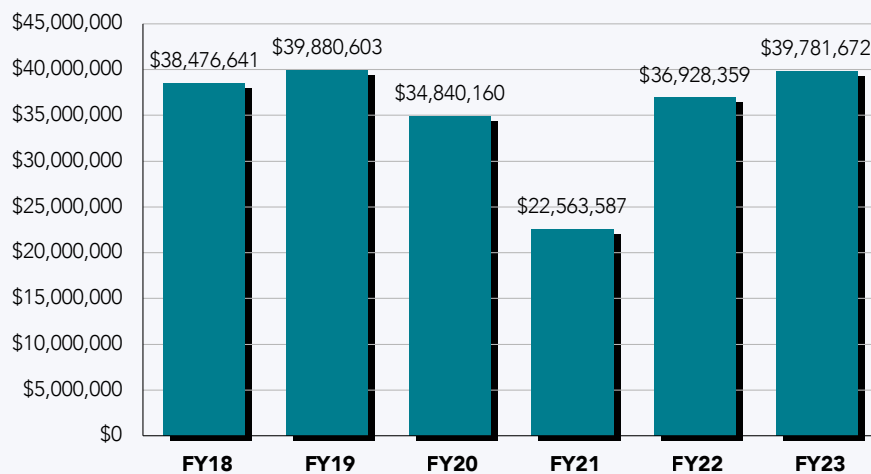


Largest 10 - Artistic and Executive Director Compensation as % of Company Budget - Year-Over-Year Comparisons

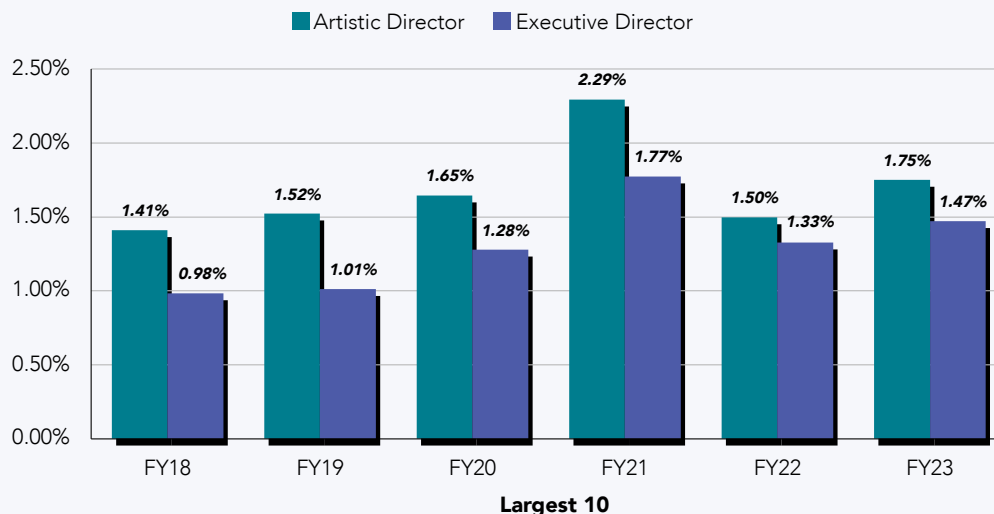
Preliminary findings for FY2023 show that the **Largest 10** companies accounted for 58% of **Largest 50** expenditures in FY 2023⁵. In FY 2020 they accounted for 60%.

In FY 2023, the **Largest 10** average company budget by expenditure was \$39,781,672. Artistic director compensation averaged **1.75%** (range: 0.38% to 4.91%) of total expenses, and executive director compensation averaged **1.47%** (range: 0.6% to 3.45%) of total expenses.

Largest 10 - Average Company Expenses



Largest 10 - Compensation as Percentage of Total Expenses



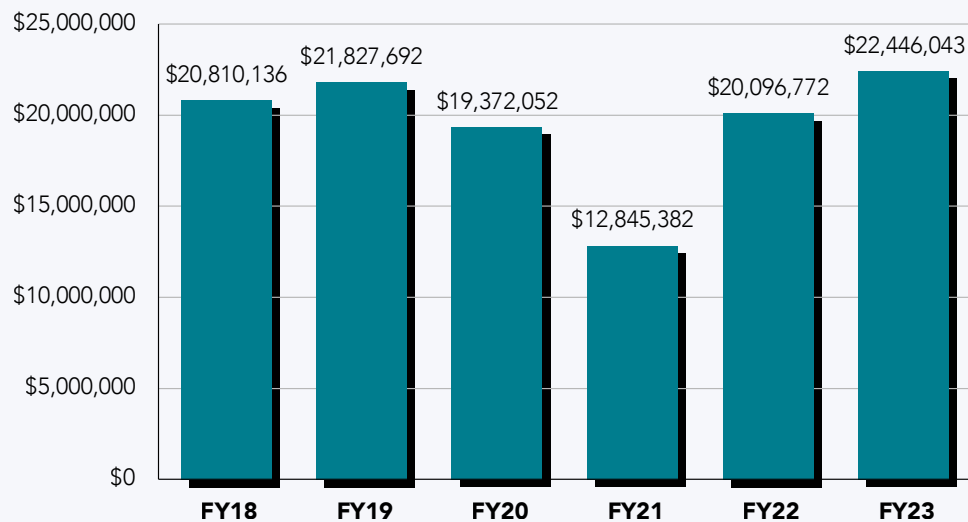
⁵ Note, American Ballet Theatre is consistently ranked in the **Largest 10**, but their FY2023 990s were not available at the time of report release.

Upper 25 - Artistic and Executive Director Compensation as % of Company Budget - Year-Over-Year Comparisons

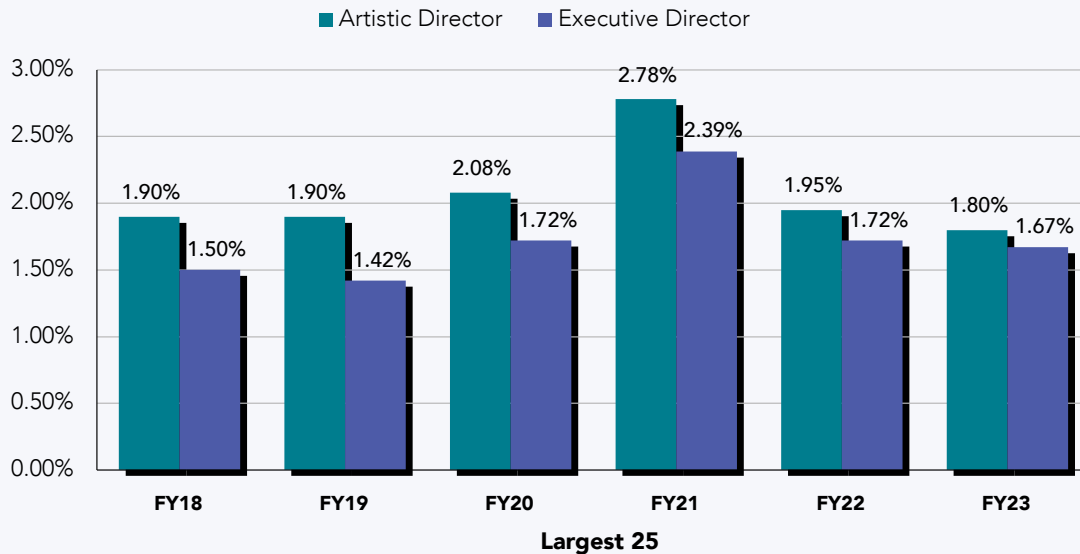
Preliminary FY2023 findings show that the **Upper 25** companies (companies ranked #1-25) accounted for 82% of the **Largest 50** expenditures in FY 2023. In FY 2020 they accounted for 83%.

In FY 2023, the **Upper 25** average company budget by expenditure was \$22,446,043. Artistic director compensation averaged **1.8%** (range: 0.38% to 4.91%) of total expenses, and executive director compensation averaged **1.67%** (range: 0.6% to 3.45%) of total expenses.

Upper 25 - Average Company Expenses



Upper 25 - Compensation as Percentage of Total Expenses

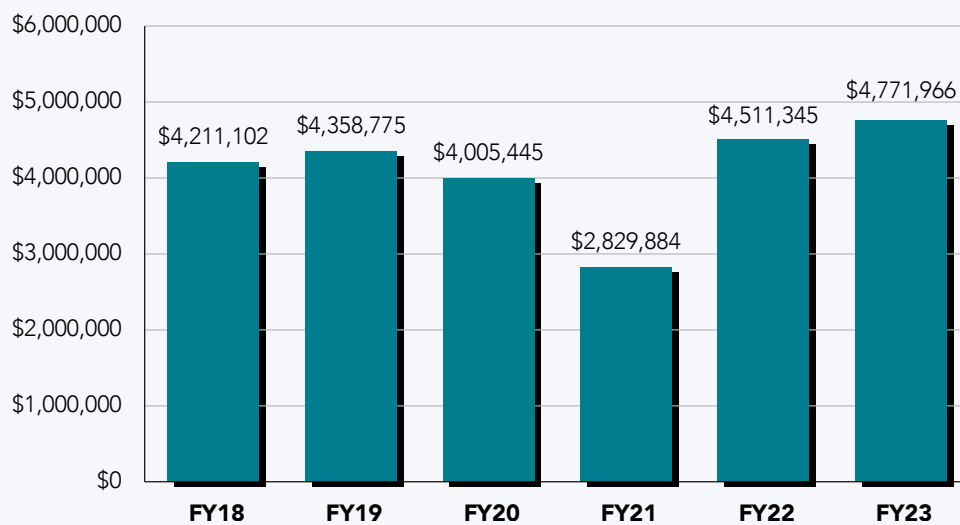


Lower 25 - Artistic and Executive Director Compensation as % of Company Budget

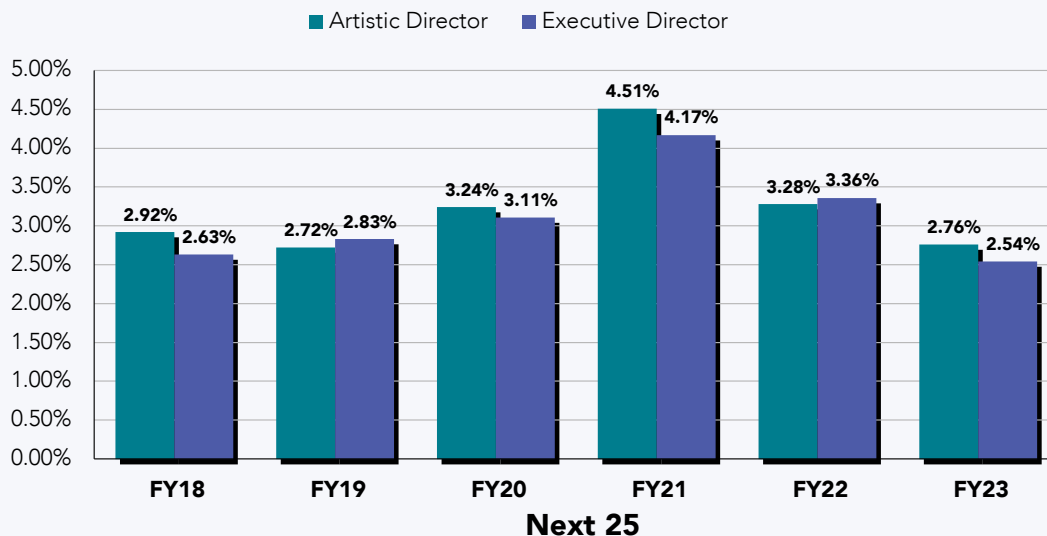
Preliminary FY2023 findings show that **Lower 25** companies (companies ranked #26-50) accounted for 17% of the **Largest 50** expenditures in FY 2023. In FY 2020 they accounted for 17%.

In FY 2023, the **Lower 25** average company expenses were \$4,771,966. Artistic director compensation averaged **2.76%** (range: 1.82% to 6.71%) of total expenses, and executive director compensation averaged **2.54%** (range: 1.5% to 4.65%) of total expenses.

Lower 25 - Average Company Expenses



Lower 25 - Compensation as Percentage of Total Expenses

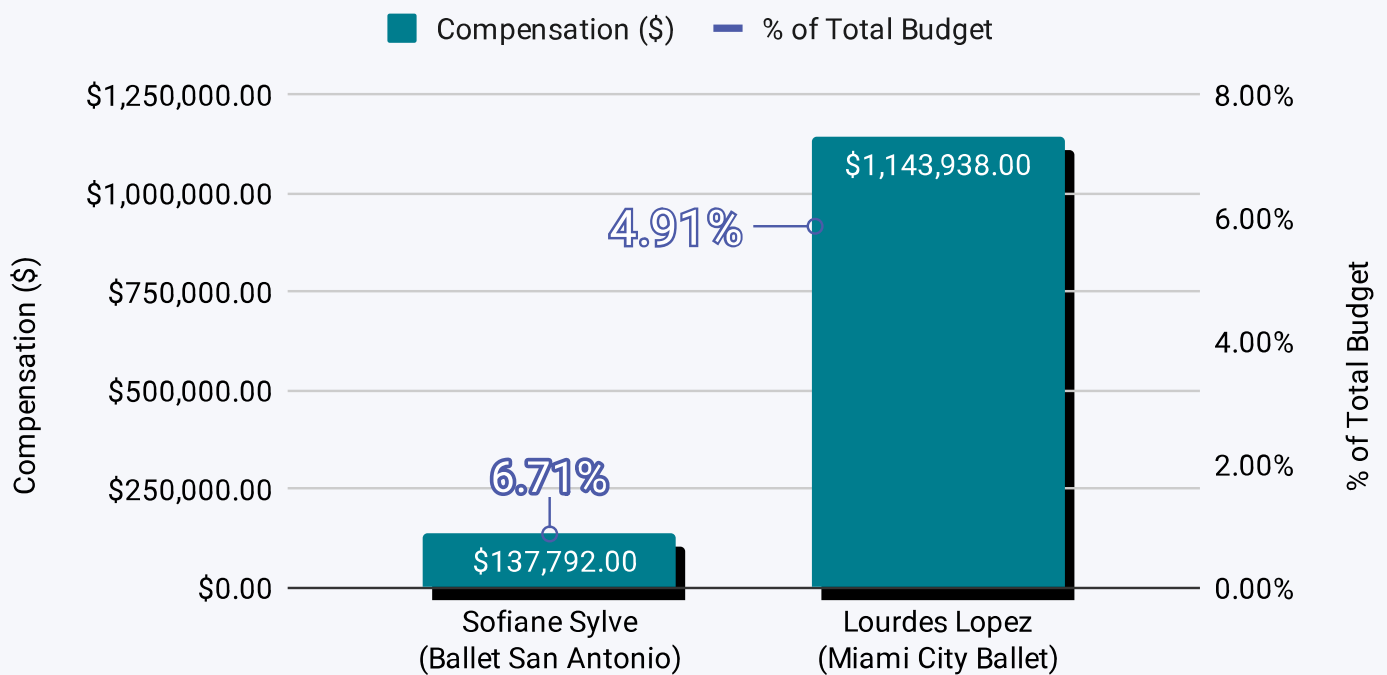


Proportionally Highest Compensated Individuals

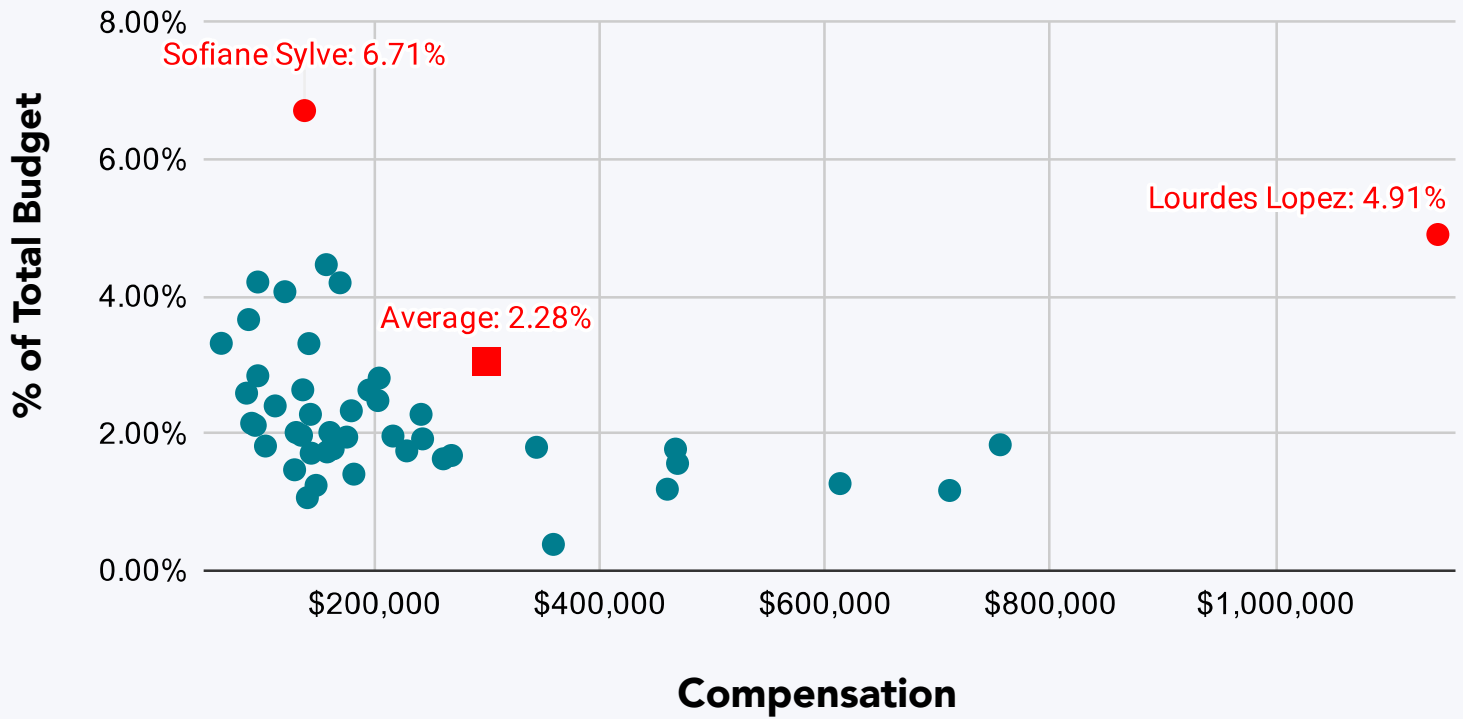
Individuals from the FY 23 **Largest 50** that were most highly compensated in relation to company budget in FY 2023 were:

- Sofiane Sylve, artistic director of Ballet San Antonio, earned \$137,792; 6.71% of the total budget.
- Lourdes Lopez, artistic director of Miami City Ballet, earned \$1,143,938; 4.91% of the total budget.

Highly Compensated Individuals in Relation to Company Budget (FY 2023)



Highly Compensated Individuals in Relation to Company Budget (FY23)



Compensation Increase and Company Budget Reduction in Fiscal Year 2023

This section focuses on the compensation of artistic and executive directors in relation to budget reductions in FY 2023. Budget by expenditure increased for the majority of companies from FY 2022 to FY 2023, with only 13 companies out of the 147 collected experiencing a decrease in expenditures from FY 2022 to FY 2023. To show trends longitudinally, FY 2022 to FY 2023 is listed and an individual's role start year is noted.

Among the **Largest 150**, DDP found no artistic directors and only one executive director who received a pay increase from FY 2022 to FY 2023 despite a budget decrease.

Executive Director and Company	Company Budget Change (FY22 to FY23)	ED Compensation Change (FY22 to FY23)	Role Start Year
Scott Fraser: Jose Mateo Ballet	-4.58%	24.31%	1986

Section III: Artistic and Executive Compensation in Relation to Company Deficits

This section analyzes the financial performance of ballet companies in FY22 and FY23, focusing on deficits and compensation trends. Each company's Surplus Margin is calculated by subtracting annual expenses from revenue, resulting in either a surplus or deficit ([How to Assess Nonprofit Financial Performance](#), p. 3).

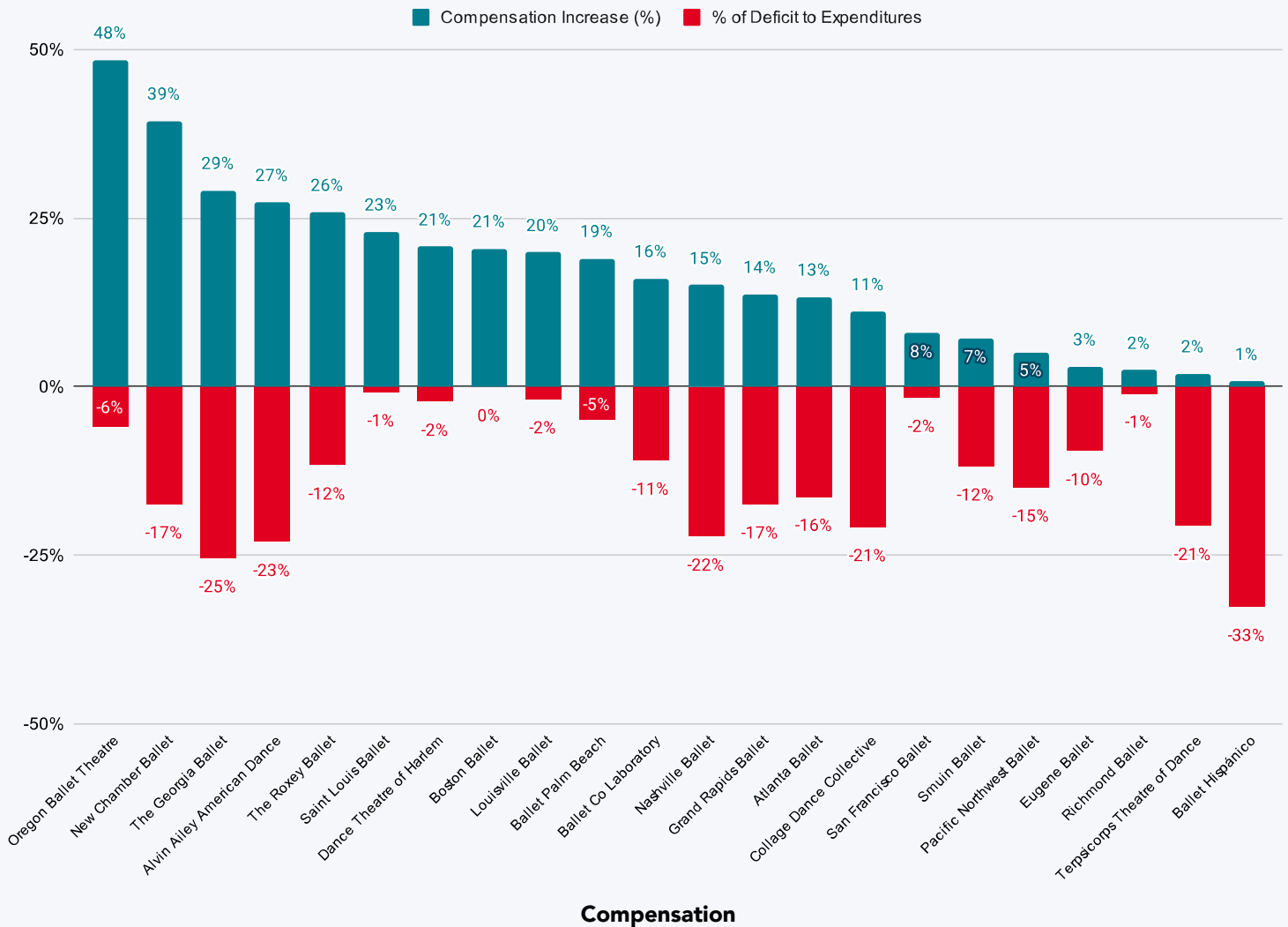
In FY23, out of 147 companies with available data, nearly half (47.6%) ended with a surplus, while a slight majority (52.4%) reported deficits, suggesting a nearly balanced but slightly deficit-leaning financial landscape. 23 companies operated at a financial deficit and increased artistic director compensation in FY23. The chart below shows company deficits against compensation increases for artistic directors. The chart is organized in descending order by company expenditure size.

FY 23 Company Deficit and Artistic Director Compensation Increase:

Company	FY23 Expenditures	Size of Deficit in Relation to Expenditures	Deficit	Compensation Increase
New York City Ballet	\$94,274,646	-17.88%	-\$16,853,697	15.68%
San Francisco Ballet	\$60,754,433	-1.65%	-\$1,001,845	7.92%
Alvin Ailey American Dance Theatre	\$48,268,877	-23.02%	-\$11,112,474	27.36%
Boston Ballet	\$41,153,671	-0.07%	-\$27,219	20.52%
Pacific Northwest Ballet	\$29,947,572	-14.93%	-\$4,472,156	5.13%
Atlanta Ballet	\$12,616,231	-16.32%	-\$2,058,670	13.32%
Ballet Hispánico	\$9,897,727	-32.66%	-\$3,232,561	0.82%
Oregon Ballet Theatre	\$8,579,289	-5.83%	-\$500,148	48.49%
Nashville Ballet	\$8,387,876	-22.21%	-\$1,862,630	15.06%
Dance Theatre of Harlem	\$7,685,855	-2.20%	-\$168,938	20.78%
Richmond Ballet	\$6,265,937	-0.98%	-\$61,390	2.46%
Louisville Ballet	\$5,162,093	-1.86%	-\$96,094	19.93%
Smuin Ballet	\$4,275,080	-11.81%	-\$504,676	7.18%
Collage Dance Collective	\$4,221,105	-20.81%	-\$878,534	11.18%
Grand Rapids Ballet	\$3,381,950	-17.44%	-\$589,818	13.72%
Eugene Ballet	\$3,331,639	-9.56%	-\$318,598	2.99%
Saint Louis Ballet	\$1,658,429	-0.81%	-\$13,496	22.99%
Ballet Palm Beach	\$1,061,418	-4.89%	-\$51,954	19.05%
The Georgia Ballet	\$788,339	-25.40%	-\$200,202	29.14%
Ballet Co Laboratory	\$737,975	-10.94%	-\$80,705	16.07%

Company	FY23 Expenditures	Size of Deficit in Relation to Expenditures	Deficit	Compensation Increase
The Roxey Ballet	\$545,092	-11.66%	-\$63,570	25.89%
Terpsicorps Theatre of Dance	\$206,706	-20.63%	-\$42,644	1.96%
New Chamber Ballet	\$108,561	-17.42%	-\$18,908	39.44%

FY 23 Company Deficit and Artistic Director Compensation Increase

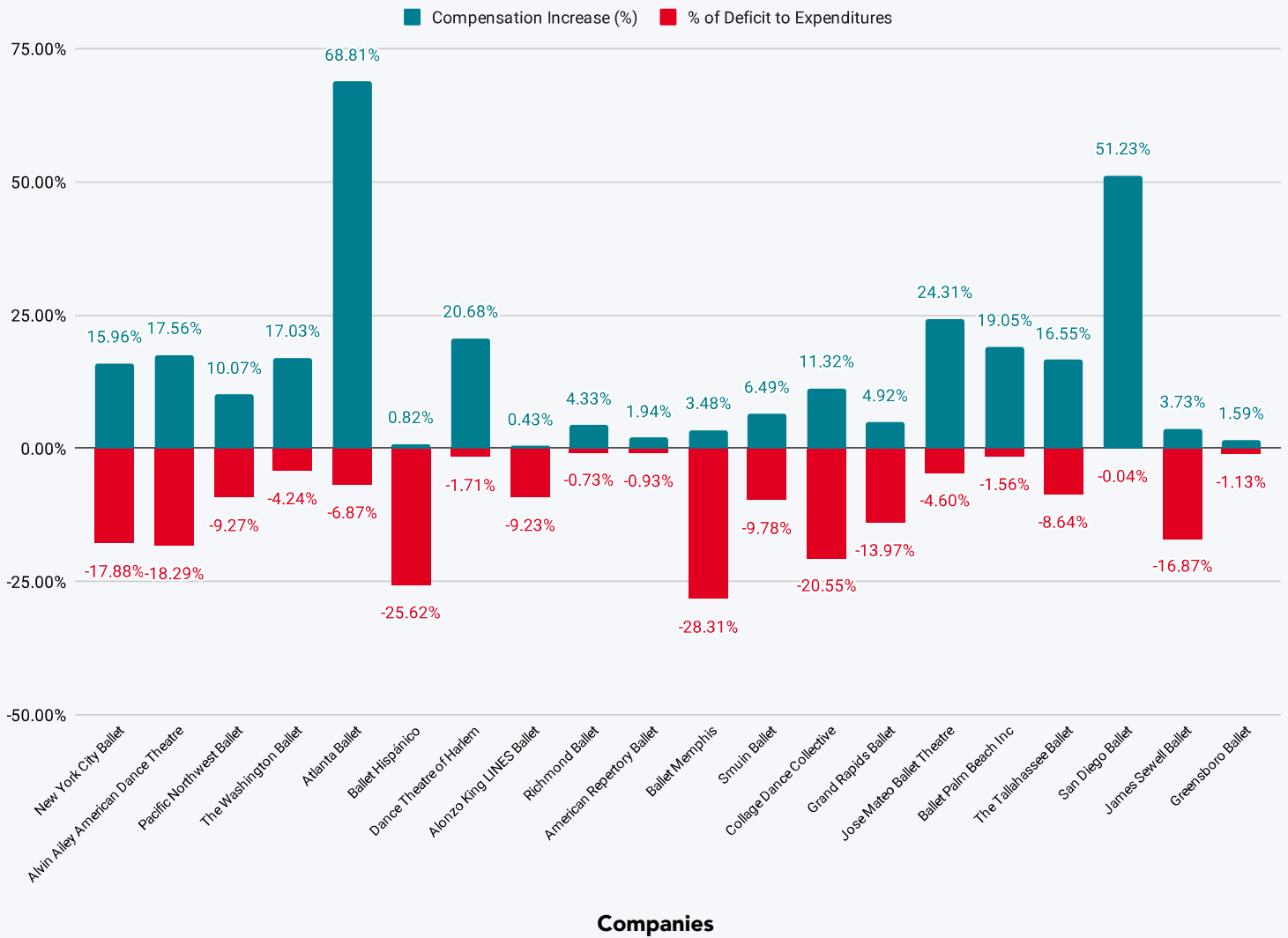


FY 23 Company Deficit and Executive Director Compensation Increase:

21 companies operated at a deficit and increased executive director compensation in FY23.

Company	FY23 Expenditures	Size of Deficit in Relation to Expenditures	Deficit	Compensation Increase
New York City Ballet	\$94,274,646	-17.88%	-\$16,853,697	15.96%
Alvin Ailey American Dance Theatre	\$60,754,433	-18.29%	-\$11,112,474	17.56%
Pacific Northwest Ballet	\$48,268,877	-9.27%	-\$4,472,156	10.07%
The Washington Ballet	\$41,153,671	-4.24%	-\$1,744,855	17.03%
Atlanta Ballet	\$29,947,572	-6.87%	-\$2,058,670	68.81%
Ballet Hispánico	\$12,616,231	-25.62%	-\$3,232,561	0.82%
Dance Theatre of Harlem	\$9,897,727	-1.71%	-\$168,938	20.68%
Alonzo King LINES Ballet	\$8,579,289	-9.23%	-\$791,679	0.43%
Richmond Ballet	\$8,387,876	-0.73%	-\$61,390	4.33%
American Repertory Ballet	\$7,685,855	-0.93%	-\$71,807	1.94%
Ballet Memphis	\$6,265,937	-28.31%	-\$1,773,962	3.48%
Smuin Ballet	\$5,162,093	-9.78%	-\$504,676	6.49%
Collage Dance Collective	\$4,275,080	-20.55%	-\$878,534	11.32%
Grand Rapids Ballet	\$4,221,105	-13.97%	-\$589,818	4.92%
Jose Mateo Ballet Theatre	\$3,381,950	-4.60%	-\$155,712	24.31%
Ballet Palm Beach Inc	\$3,331,639	-1.56%	-\$51,954	19.05%
The Tallahassee Ballet	\$1,658,429	-8.64%	-\$143,266	16.55%
San Diego Ballet	\$1,061,418	-0.04%	-\$387	51.23%
James Sewell Ballet	\$788,339	-16.87%	-\$132,962	3.73%
Winston Salem Festival Ballet	\$737,975	-1.33%	-\$9,850	491.00%
Greensboro Ballet	\$545,092	-1.13%	-\$6,153	1.59%

FY 23 Company Deficit and Executive Director Compensation Increase

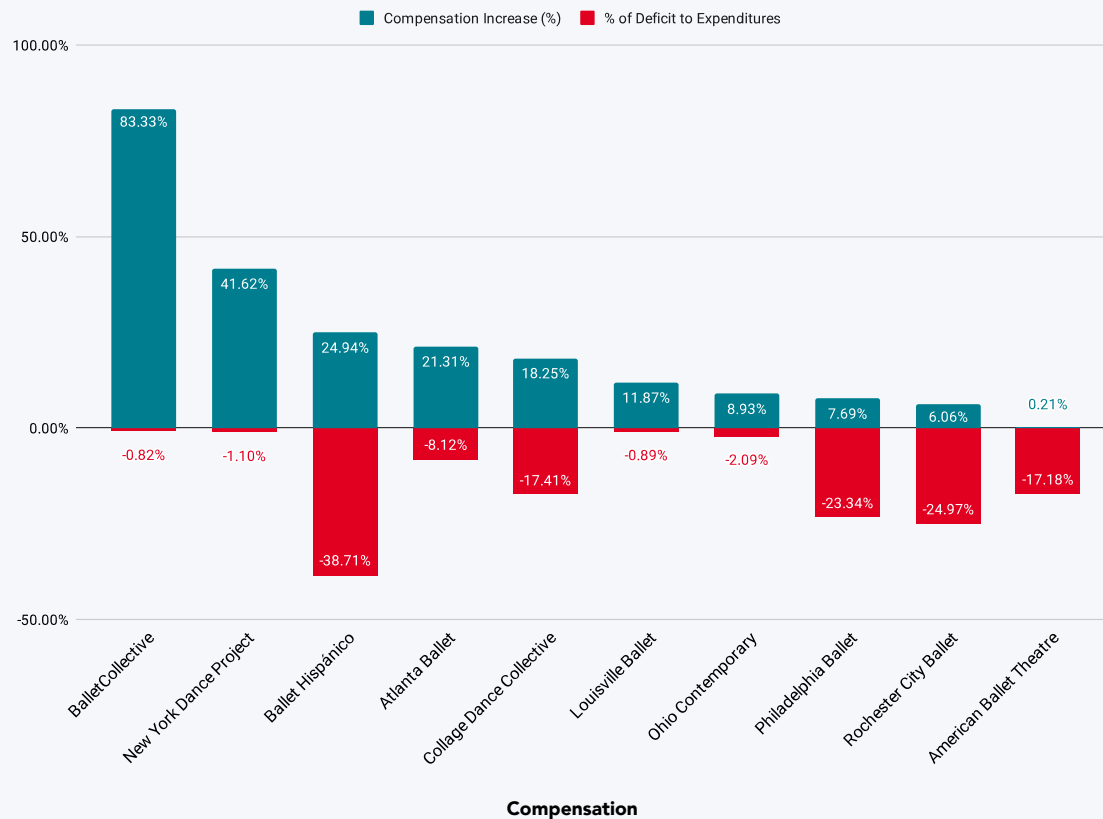


FY 22 Company Deficit and Artistic Director Compensation Increase:

10 companies operated at a deficit and increased artistic director compensation in FY22.

Company	FY22 Expenditures	Size of Deficit in Relation to Expenditures	Deficit	Compensation Increase
BalletCollective	\$433,758.00	-0.82%	-\$3,578.00	83.33%
New York Dance Project	\$343,153.00	-1.10%	-\$3,771.00	41.62%
Ballet Hispánico	\$9,469,867.00	-38.71%	-\$3,666,232.00	24.94%
Atlanta Ballet	\$12,297,057.00	-8.12%	-\$998,209.00	21.31%
Collage Dance Collective	\$3,488,351.00	-17.41%	-\$607,232.00	18.25%
Louisville Ballet	\$4,810,180.00	-0.89%	-\$42,718.00	11.87%
Ohio Contemporary Ballet	\$639,113.00	-2.09%	-\$13,348.00	8.93%
Philadelphia Ballet	\$15,952,216.00	-23.34%	-\$3,723,156.00	7.69%
Rochester City Ballet	\$850,390.00	-24.97%	-\$212,371.00	6.06%
American Ballet Theatre	\$45,351,350.00	-17.18%	-\$7,789,570.00	0.21%

FY 22 Company Deficit and Artistic Director Compensation Increase

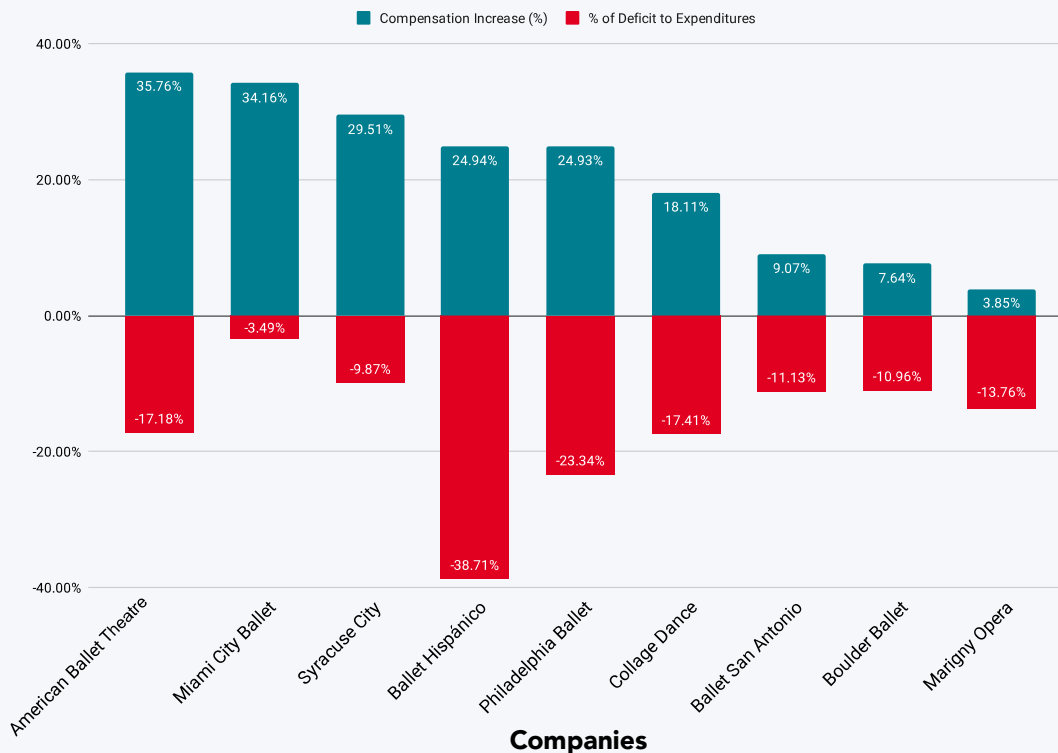


FY 22 Company Deficit and Executive Director Compensation Increase:

9 companies operated at a deficit and increased executive director compensation in FY22.

Company	FY22 Expenditures	Size of Deficit in Relation to Expenditures	Deficit	Compensation Increase
American Ballet Theatre	\$45,351,350.00	-17.18%	-\$7,789,570.00	35.76%
Miami City Ballet	\$20,576,683.00	-3.49%	-\$718,879.00	34.16%
Syracuse City Ballet	\$577,446.00	-9.87%	-\$56,978.00	29.51%
Ballet Hispánico	\$9,469,867.00	-38.71%	-\$3,666,232.00	24.94%
Philadelphia Ballet	\$15,952,216.00	-23.34%	-\$3,723,156.00	24.93%
Collage Dance Collective	\$3,488,351.00	-17.41%	-\$607,232.00	18.11%
Ballet San Antonio	\$1,737,604.00	-11.13%	-\$193,385.00	9.07%
Boulder Ballet	\$1,171,797.00	-10.96%	-\$128,422.00	7.64%
Marigny Opera Ballet	\$581,277.00	-13.76%	-\$80,012.00	3.85%
American Ballet Theatre	\$45,351,350.00	-17.18%	-\$7,789,570.00	0.21%

FY 22 Company Deficit and Executive Director Compensation Increase



Company Deficit FY21-FY23 and Artistic Director Compensation Increase in FY23:

2 companies operated at a deficit from FY21-FY23 and increased artistic director compensation in FY23.

Company	FY23 Expenditures	Size of FY 23 Deficit in Relation to Expenditures	FY 21 Deficit	FY 22 Deficit	FY 23 Deficit	AD Compensation Increase
New York City Ballet	\$94,274,646	-17.88%	-\$5,443,586	-\$508,415.00	-\$16,853,697	15.68%
Louisville Ballet	\$5,162,093	-1.86%	-\$25,557	-\$42,718.00	-\$96,094	19.93%

Company Deficit FY21-FY23 and Executive Director Compensation Increase in FY23:

1 company operated at a deficit from FY21-FY23 and increased executive director compensation in FY23.

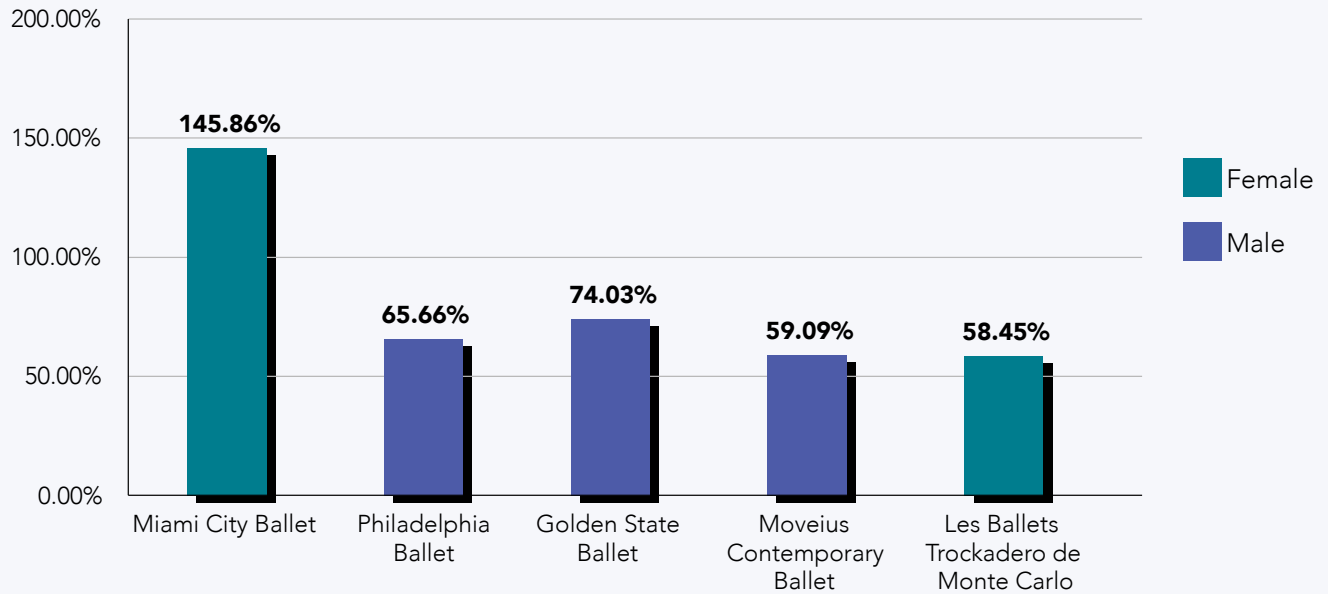
Company	FY23 Expenditures	Size of FY 23 Deficit in Relation to Expenditures	FY 21 Deficit	FY 22 Deficit	FY 23 Deficit	AD Compensation Increase
New York City Ballet	\$94,274,646	-17.88%	-\$5,443,586	-\$508,415.00	-\$16,853,697	15.96%

Section IV: Significant Changes in Compensation, Retirement and Other Deferred Compensation

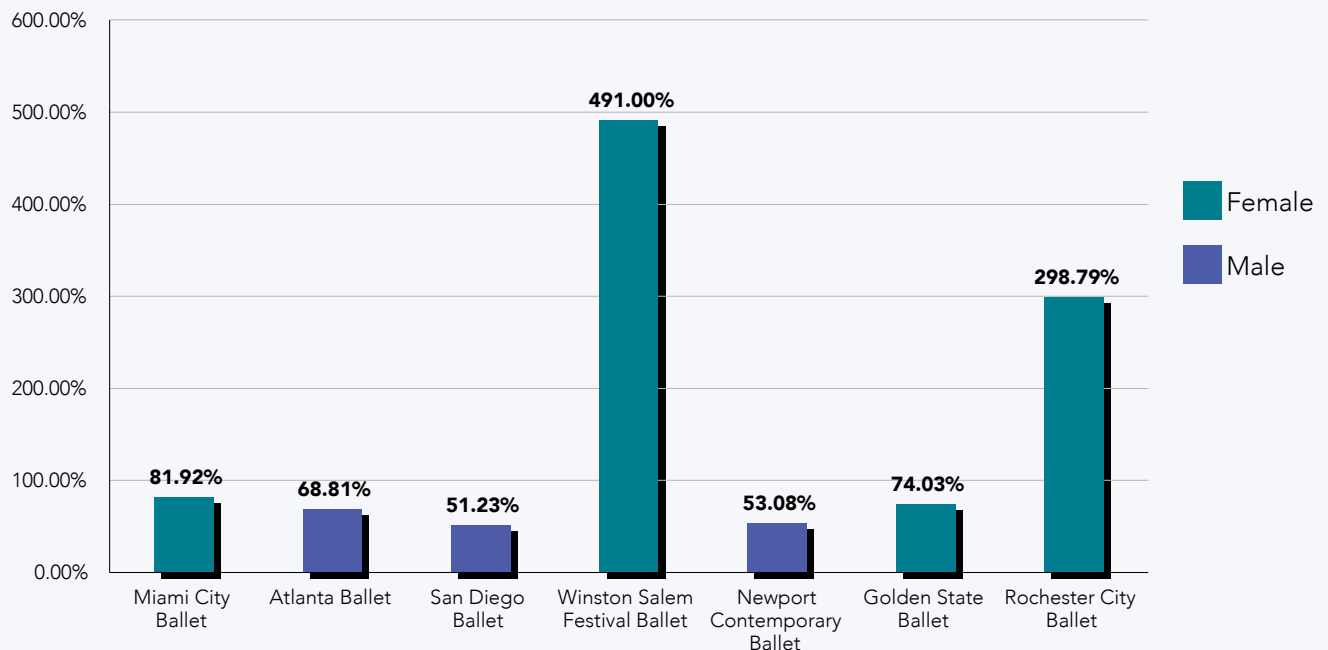
Compensation increases greater than 50% from FY 2022 to FY 2023:

- Miami City Ballet (#8); Artistic Director Lourdes Lopez (woman), 145.86% increase from \$465,276 to \$1,143,938.
- Miami City Ballet (#8); Executive Director Tania Castroverde Moskalenki (woman), 81.92% increase from \$442,499 to \$805,013.
- Philadelphia Ballet (#8); Artistic Director Angel Corella (man), 65.66% increase from \$207,500 to \$343,750.
- Atlanta Ballet (#15); Executive Director Thomas West (man), 68.81% increase from \$148,333 to \$250,395.
- Les Ballets Trockadero de Monte Carlo (#60); Artistic Director Tory Dobrin (man), 58.45% increase from \$62,355 to \$98,800.
- San Diego Ballet (#89); Executive Director Matthew Carney (man), 51.23% increase from \$48,161 to \$72,835.
- Winston Salem Festival Ballet (#113); Executive Director Rita Taylor (woman), 491.00% increase from \$1,000 to \$5,910.
- Newport Contemporary Ballet (#56); Executive Director Peter Bramante (man), 53.08% increase from \$50,000 to \$76,539.
- Maine State Ballet (#71); Artistic Director Linda Miele (woman), 221.17% increase from \$39,120 to \$125,643.
- Golden State Ballet (#67); Artistic Director Raul Salamanca (man) and Executive Director Magdalena O'Neill (woman), 74.03% increase from \$53,438 to \$93,000.
- Rochester City Ballet (#103); Executive Director Rachael Cierniakoski (woman), 298.79% increase from \$12,538 to \$50,000.
- Moveius Contemporary Ballet (#98); Artistic Director Diana Movius (woman), 59.09% increase from \$27,500 to \$43,750.

Artistic Directors Compensation Increase Greater than 50% FY 22 to FY 23



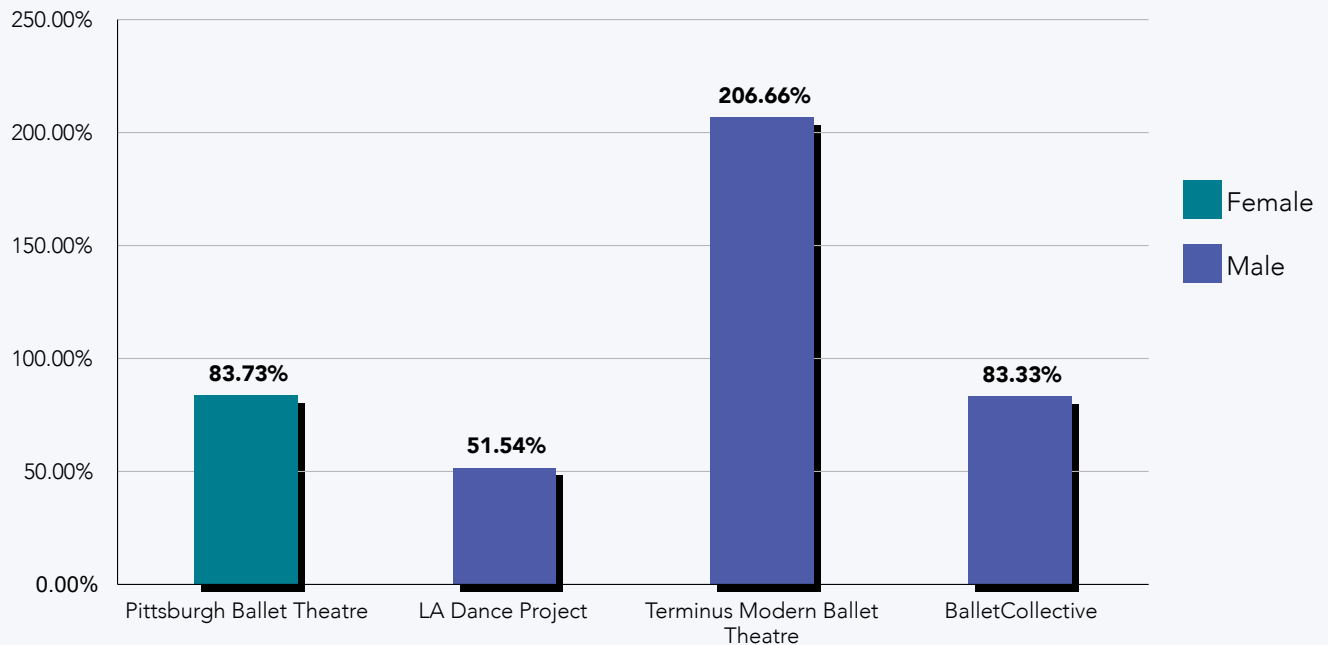
Executive Directors Compensation Increase Greater than 50% FY 22 to FY 23



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

- Pittsburgh Ballet Theatre (#13); Artistic Director Susan Jaffe⁶ (woman), 83.73% increase from \$112,186 to \$206,118.
- Boston Ballet (#5); Executive Director Meredith Hodges⁷ (woman), 112.69% increase from \$324,618 to \$690,425.
- LA Dance Project (#39); Artistic Director Benjamin Millepied (man), 51.54% increase from \$93,360 to \$141,476.
- Ballet Memphis (#41); Executive Director Gretchen Wollert McLennon (woman), 172.36% increase from \$70,962 to \$193,269.
- Diablo Ballet (#61); Executive Director Susan Boreliz (woman), 72.41% increase from \$5,800 to \$10,000.
- Terminus Modern Ballet Theatre (#90); Artistic Director John Welker (man), 206.66% increase from \$11,680 to \$35,818.
- BalletCollective (#123); Artistic Director Troy Shumacher (man), 83.33% increase from \$24,000 to \$44,000.

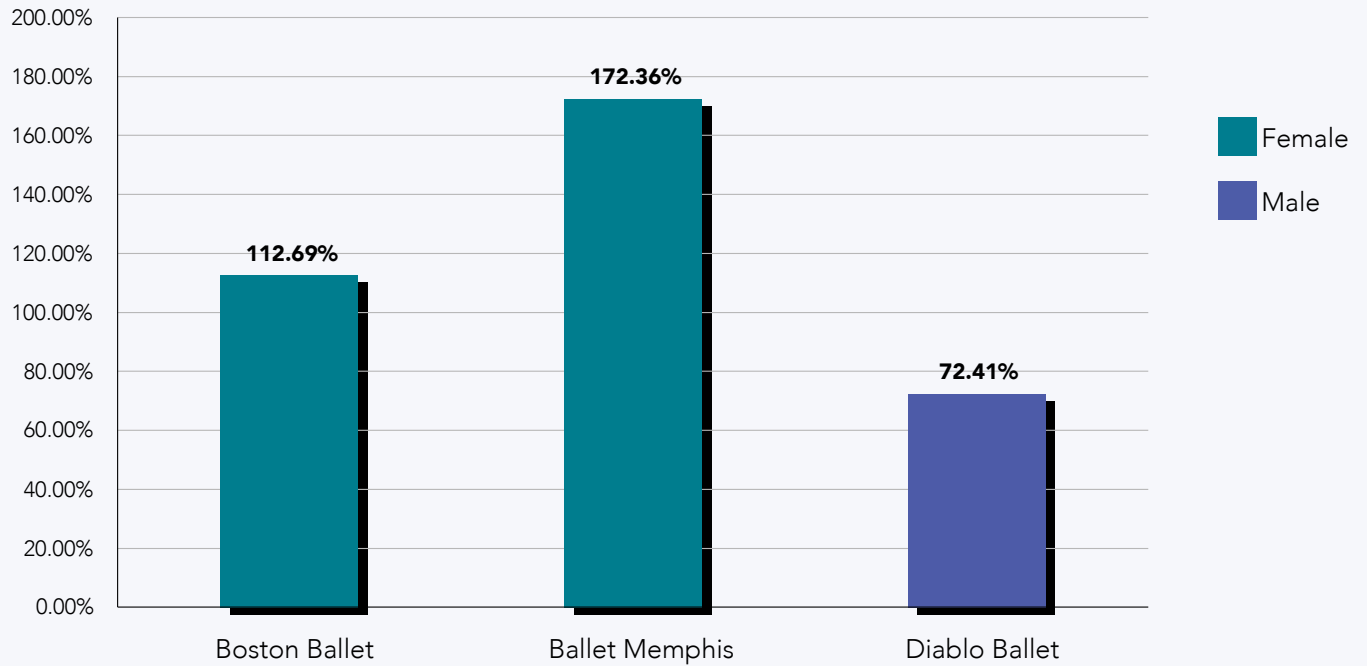
Artistic Directors Compensation Increase Greater than 50% FY 21 to FY 22



⁶ Susan Jaffe departed from this role in May 2022 and is currently the Artistic Director of American Ballet Theatre.

⁷ Meredith Hodges departed from this role in July 2023 and Ming Min Hui became ED 8/17/23.

Executive Directors Compensation Increase Greater than 50% FY 21 to FY 22

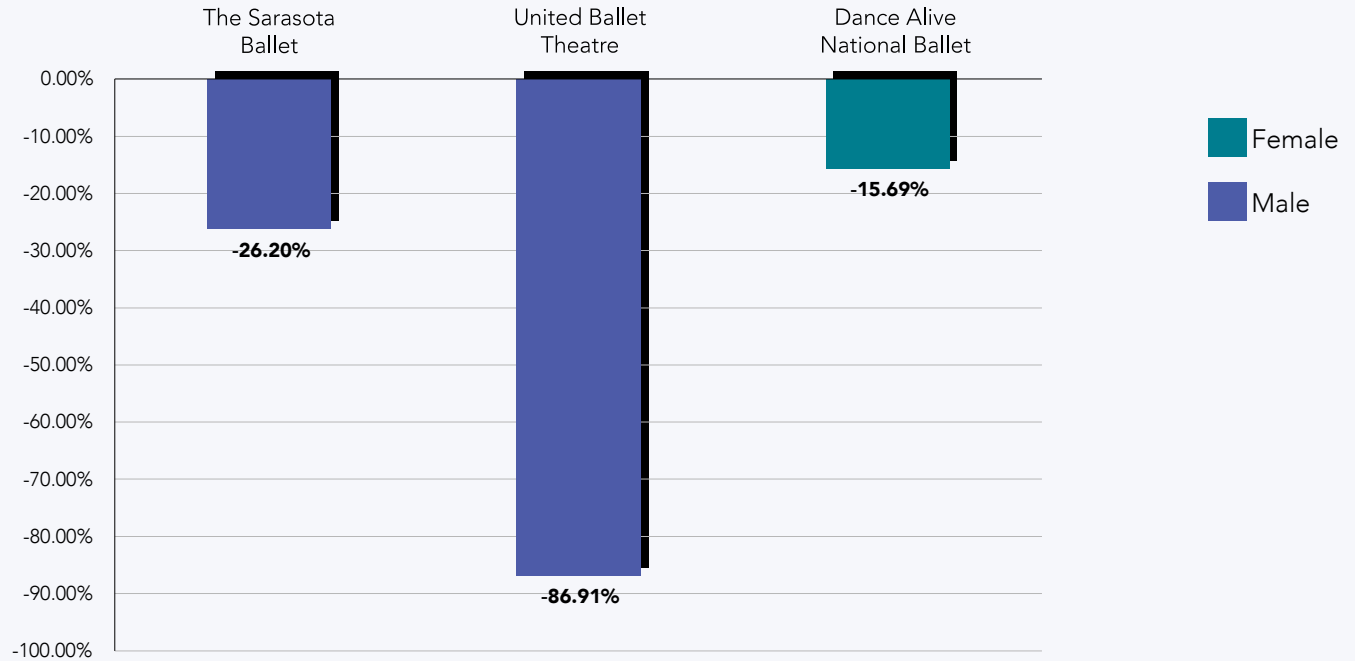


Compensation decreases greater than 25% from FY 2022 to FY 2023:

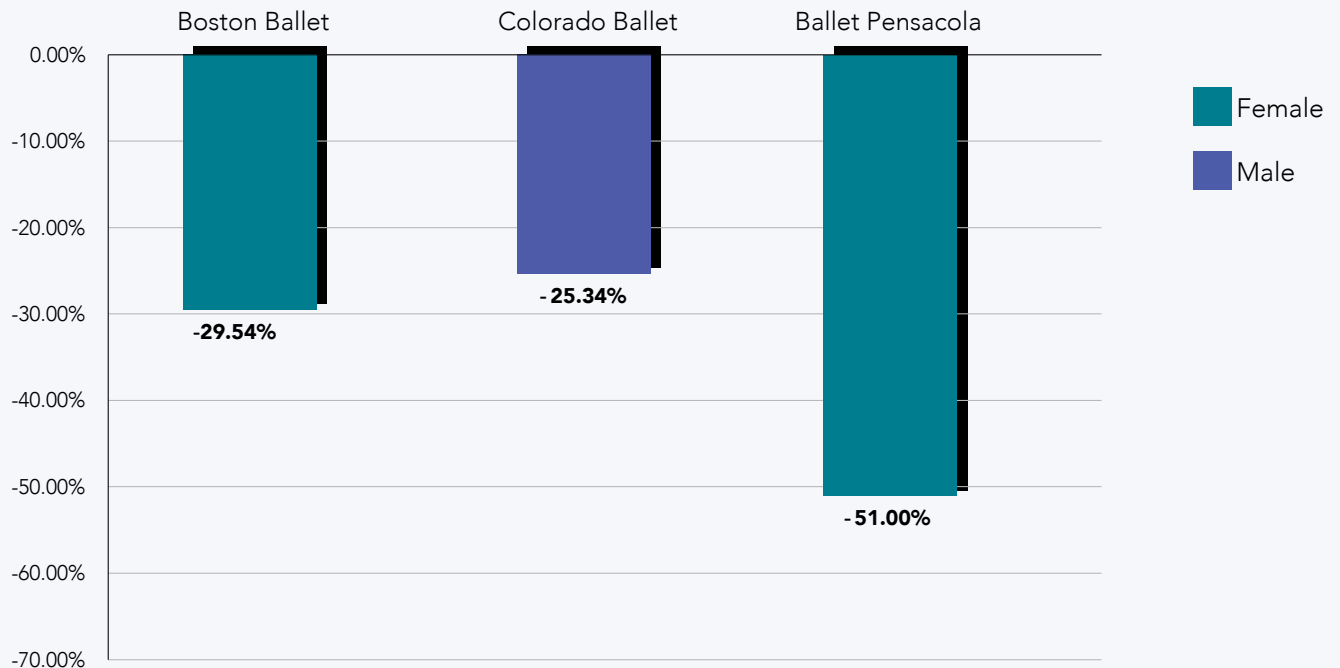
- Boston Ballet (#4); Executive Director Meredith Hodges⁸ (woman), 29.54% decrease from \$690,425 to \$486,453.
- Colorado Ballet (#13); Managing Director of Operations/Finance Mark Chase (man), 25.34% decrease from \$134,223 to \$100,207.
- The Sarasota Ballet (#22); Artistic Director Iain Webb (man), 26.20% decrease from \$237,465 to \$175,245.
- Ballet Pensacola (#88); Executive Director Linda Stinson (woman), 51.00% decrease from \$62,788 to \$30,769
- United Ballet Theatre (#138); Artistic Director Joseph Gatti (man), 86.91% decrease from \$43,540 to \$5,700.
- Dance Alive National Ballet (#96); Artistic Director Kim Tuttle (woman), 15.69% decrease from \$ 24,503 to \$25,000.

8 Meredith Hodges departed from this role in July 2023 and Ming Min Hui took over the role of ED 8/17/23.

Artistic Directors Compensation Decrease Greater than 25% FY 22 to FY 23



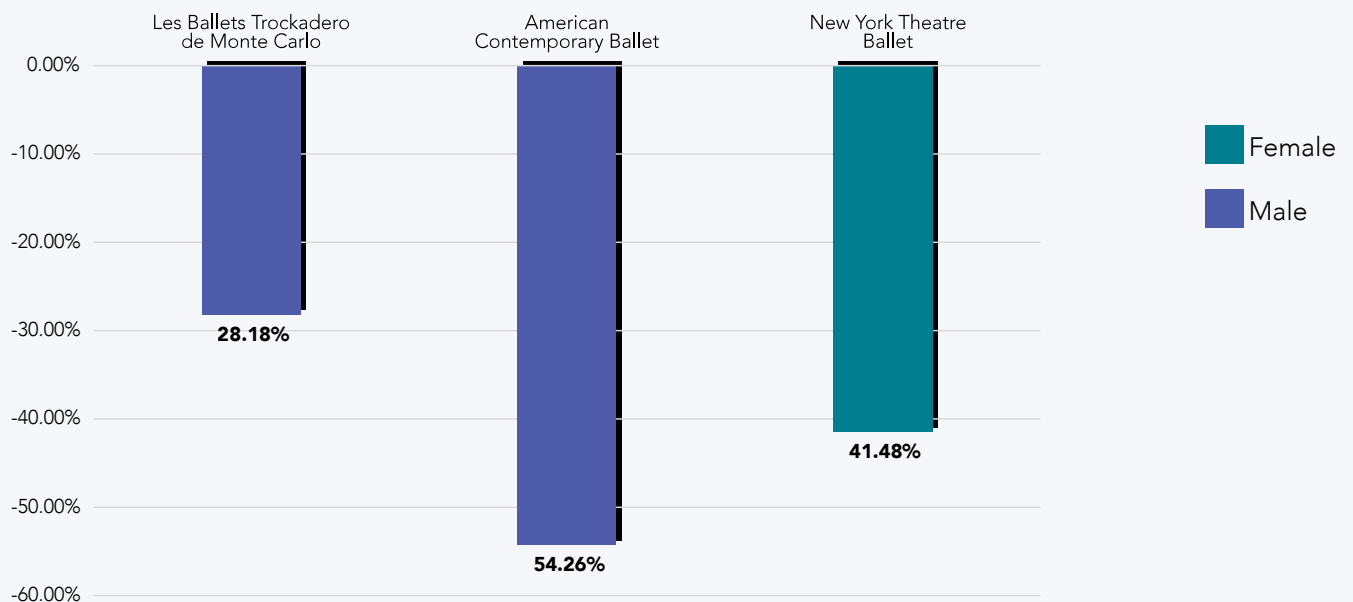
Executive Directors Compensation Decrease Greater than 25% FY 22 to FY 23



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

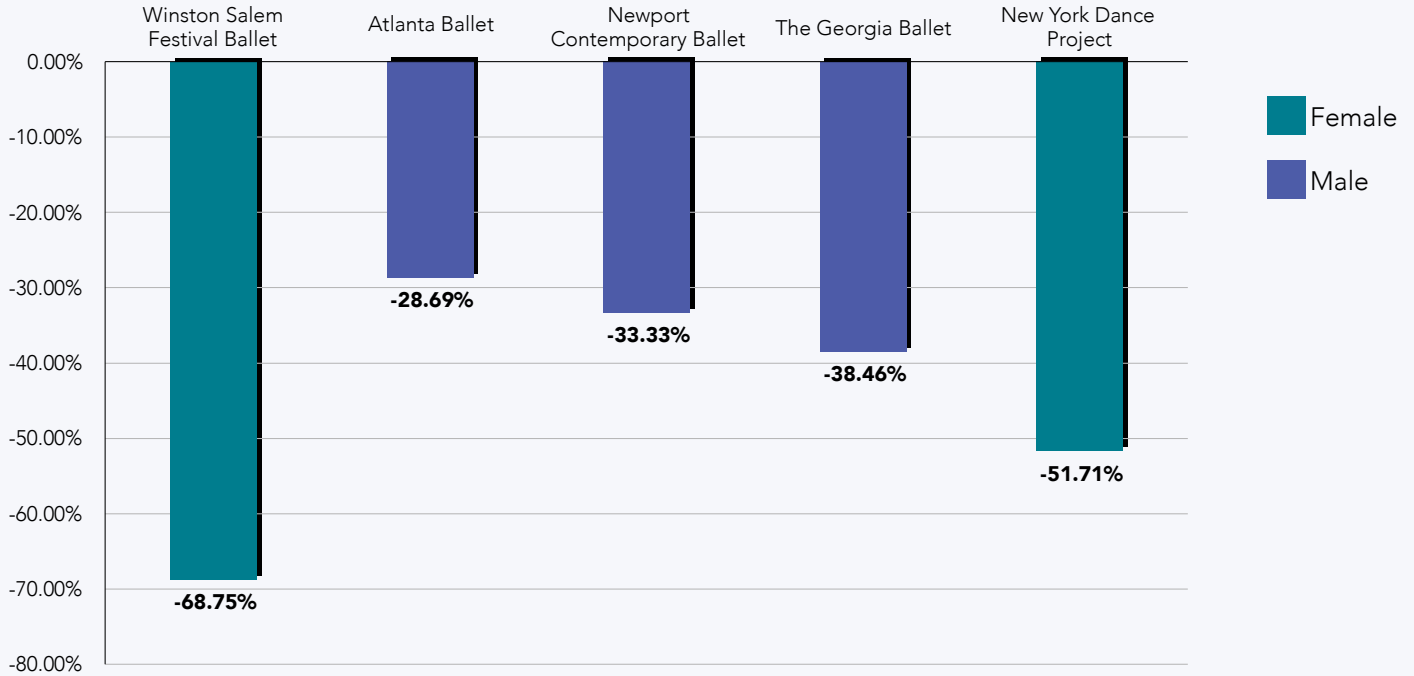
- Winston Salem Festival Ballet (#98); Executive Director Rita Taylor (woman), 68.75% decrease from \$3,200 to \$1,000.
- Atlanta Ballet (#14); Executive Director Arturo Jacobus⁹ (man), 28.69% decrease from \$208,015 to \$148,333.
- Newport Contemporary Ballet (#52); Executive Director Peter Bramante (man), 33.33% decrease from \$75,000 to \$50,000.
- Les Ballets Trockadero de Monte Carlo (#64); Artistic Director Tory Dobrin (man), 28.18% decrease from \$86,816 to \$62,355.
- American Contemporary Ballet (#102); Artistic and Executive Director Lincoln Jones (man), 54.26% decrease from \$49,000 to \$22,414.
- The Georgia Ballet (#101); Executive Director Joy Johnson (woman), 38.46% decrease from \$39,000 to \$24,000.
- New York Dance Project (#135); Executive Director Nicole Duffy Robertson (woman), 51.71% decrease from \$34,590 to \$16,702.
- New York Theatre Ballet (#139); Artistic Director Diana Byer (woman), 41.48% decrease from \$51,923 to \$30,385.

Artistic Directors Compensation Decrease Greater than 25% FY 21 to FY 22



⁹ Arturo Jacobus retired from this role in 2021 and Tom West is now the ED. However, Jacobus was still listed as President and CEO in FY22. He served as the Interim Executive Director of San Francisco Ballet from April 23, 2022, to November 2024, after which Branislav Henselmann took over as Executive Director.

Executive Directors Compensation Decrease Greater than 25% FY 21 to FY 22



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. An asterisk indicates the individual is no longer in this role.

Companies that reported retirement and other deferred compensation of greater than \$10,000 in FY 2023:

- Joffrey Ballet (#7); \$109,150 for Artistic Director Ashley Wheater (male).
- Joffrey Ballet (#7); \$109,150 for President and CEO Greg Cameron (male).
- Houston Ballet (#5); \$63,078 for Executive Director James Nelson (male).
- Joffrey Ballet (#7); \$57,676 for CFO & Deputy Director Shari Massey (female).
- Pacific Northwest Ballet (#6); \$42,712 for Artistic Director Peter Boal (male).
- Houston Ballet (#5); \$41,097 for Artistic Director Stanton Welch (male).
- San Francisco Ballet (#2); \$30,200 for Concert Master Cordula Merks (female).
- *Smuin Ballet (#39); \$27,000 for Artistic Director Celia Fushille (female)¹⁰.
- San Francisco Ballet (#2); \$23,105 for Principal Dancer Frances Flaherty (female).
- San Francisco Ballet (#2); \$22,703 for Principal Dancer Sasha De Sola (female).
- San Francisco Ballet (#2); \$22,974 for Principal Dancer Joseph Walsh (male).
- Alvin Ailey American Dance Theater (#4); \$15,411 for Executive Director Bennet Rink (male).
- *Alvin Ailey American Dance Theater (#4); \$12,662 for Artistic Director Robert Battle (male).¹¹
- Dance Theatre of Harlem (#28); \$10,800 for Executive Director Anna Glass (female).
- *Dance Theatre of Harlem (#28); \$10,800 for Artistic Director Virginia Johnson (female).¹²
- Houston Ballet (#5); \$10,645 for CEO of the Nutcracker Market Patsy Chapman (female).

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 (male).¹³
- *Pittsburgh Ballet Theatre (#13); \$157,567 for Executive Director Harris Ferris (male).¹⁴
- Joffrey Ballet (#8); \$108,700 for Artistic Director Ashley Wheater (male).
- Joffrey Ballet (#8); \$108,700 for President and CEO Greg Cameron (male).
- Joffrey Ballet (#8); \$55,673 for CFO & Deputy Director Shari Massey (female).
- Ballet Hispánico (#18); \$51,183 for CEO and Artistic Director Eduardo Norfleet-Vilaro (male).
- Miami City Ballet (#9); \$50,000 for Executive Director Tania Castroverde Moskalenko (female).¹⁵

¹⁰ Fushille departed Smuin Ballet at the end of the 2023/24 season.

¹¹ Battle departed Alvin Ailey in November 2023.

¹² Virginia Johnson retired at the end of the 2022/2023 season.

¹³ Arturo Jacobus retired from this role in 2021 and Tom West is now the ED. However, Jacobus was still listed as President and CEO in FY22. He served as the Interim Executive Director of San Francisco Ballet from April 23, 2022, to November 2024, after which Branislav Henselmann took over as Executive Director.

¹⁴ Ferris departed Pittsburgh Ballet Theatre in 2022.

¹⁵ Castroverde Moskalenko departed Miami City Ballet in 2022.

- Pacific Northwest Ballet (#7); \$32,964 for Artistic Director Peter Boal (male).
- *Smuin Ballet (#42); \$27,000 for Artistic Director Celia Fushille (female).¹⁶
- San Francisco Ballet (#2); \$20,983 for Principal Dancer Frances Flaherty (female).
- San Francisco Ballet (#2); \$20,983 for Principal Dancer Sasha De Sola (female).
- San Francisco Ballet (#2); \$20,983 for Principal Dancer Angelo Greco (male).
- Alvin Ailey American Dance Theater (#4); \$18,441 for Executive Director Bennet Rink (male).
- *Alvin Ailey American Dance Theater (#4); \$16,330 for Artistic Director Robert Battle (male).¹⁷
- Alvin Ailey American Dance Theater (#4); \$11,342 for CFO/Treasurer Pamela Robinson (female)
- Houston Ballet (#6); \$11,156 for Artistic Director Stanton Welch (male).

¹⁶ Fushille departed Smuin Ballet at the end of the 2023/24 season.

¹⁷ Battle departed Alvin Ailey in November 2023.

Section V: Additional Employees, Related Foundations, and Other Findings

Additional Employees in FY 2023

This subsection highlights the reported compensation of assistant/associate directors and school directors¹⁸ in addition to artistic and executive director compensation, where data is available.

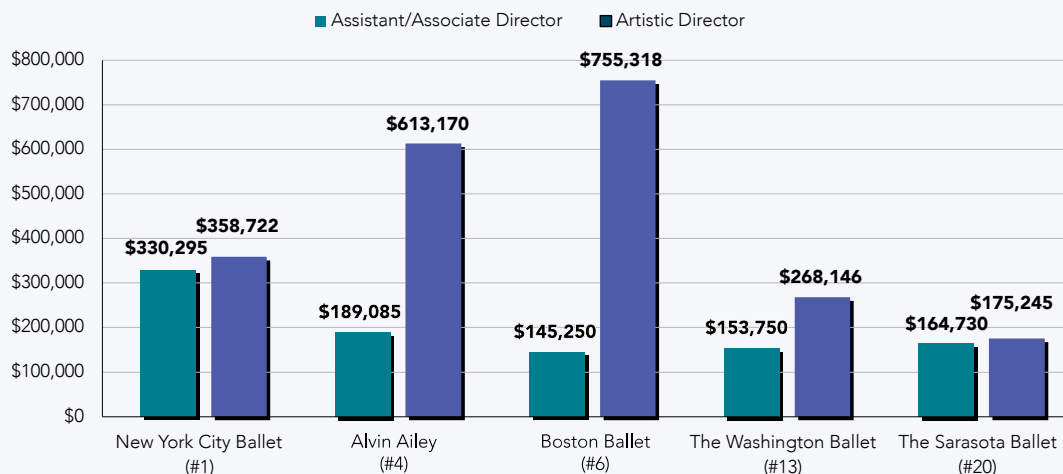
The following companies in the **Largest 50** publicly reported compensation for **assistant/associate artistic director** in FY 2023:

- New York City Ballet (#1); Wendy Whelan (female), \$330,295.
- Alvin Ailey American Dance Theater (#4); Matthew Rushing (male), \$189,085.
- Boston Ballet (#6); Russell Kaiser (male), \$161,259.
- The Washington Ballet (#13); (Joseph) Victor Barbee (male), \$153,750.
- The Sarasota Ballet (#20); Margaret Barbieri (female), \$164,730.

In addition to the positions listed publicly above, the aggregate data presented here includes self-reported compensation from 7 additional companies that responded to DDP's outreach. To preserve confidentiality, these responses have been integrated into the overall averages without identifying individual companies.

Based on all available data, the average compensation for **assistant/associate artistic directors** in the **Largest 50** is \$121,995 in FY 2023.

Assistant/Associate Director vs. Artistic Director Compensation (FY23)



¹⁸ In many cases, running the affiliated school falls under the responsibilities of the artistic director.

The following companies in the **Largest 50** publicly reported compensation for **school directors** for FY 2023:

- New York City Ballet (#1); Jonathan Stafford¹⁹ (male), \$101,577.
- San Francisco Ballet (#2); *Patrick Armand²⁰ (male), \$202,423.
- Joffrey Ballet (#9); Raymond Rodriguez (male), \$123,050.

In addition to the positions listed publicly above, the averages presented here includes self-reported compensation from 7 additional companies that responded to DDP's outreach. To preserve confidentiality, these responses have been integrated into the overall averages without identifying individual companies.

Based on all available data, the average compensation for **school directors** in the **Largest 50** is \$78,163 in FY2023.

19 The School of American Ballet is the affiliate school of NYCB. Jonathan Stafford draws a separate salary from the school and the company.
20 Armand departed his role as school director of the San Fransisco Ballet School at the end of the 2023 school year.

Additional Employees in FY 2022

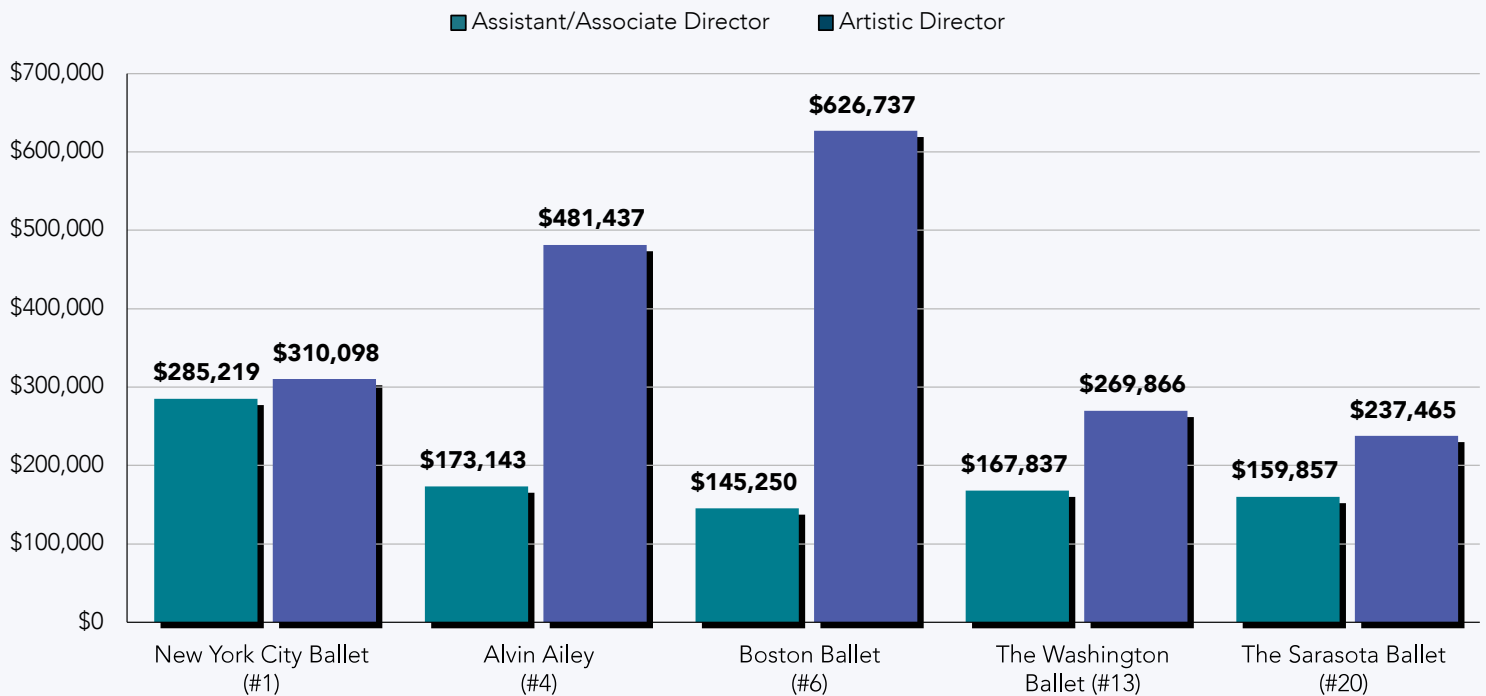
The following companies in the **Largest 50** reported compensation for **assistant/associate artistic directors** for FY 2022:

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

In addition to the positions listed publicly above, the aggregate data presented here includes self-reported compensation from 10 additional companies that responded to DDP's outreach. To preserve confidentiality, these responses have been integrated into the overall averages without identifying individual companies.

Based on all available data, the average compensation for **assistant/associate artistic directors** in the **Largest 50** was \$106,099 in FY 2022.

Assistant/Associate Director vs. Artistic Director Compensation (FY22)



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

- New York City Ballet (#1); Jonathan Stafford²¹ (male), \$75,459.
- San Francisco Ballet (#2); Patrick Armand (male), \$188,972
- Pacific Northwest Ballet (#7); Denise Bolstad (female), \$104,743.
- Miami City Ballet(#8); Arantxa Ochoa (female), \$106,563.
- Joffrey Ballet (#9); Raymond Rodriguez (male), \$109,972.
- Ballet West (#10); Evelyn CisnerosLegate (female), \$99,846.
- Atlanta Ballet (#14); Sharon Story (female), \$127,722.
- Charlotte Ballet (#27); Ayisha Cravotta (female), \$106,160.

In addition to the positions listed publicly above, the aggregate data presented here includes self-reported compensation from 3 additional companies that responded to DDP's outreach. To preserve confidentiality, these responses have been integrated into the overall averages without identifying individual companies.

Based on all available data, the average compensation for **school directors** in the **Largest 50** was \$98,842 in FY 2022.

21 The School of American Ballet is the affiliate school of NYCB. Jonathan Stafford draws a separate salary from the school.

Related Foundations

Some ballet companies have separate nonprofits²² for their endowments. The purpose of these organizations is to invest and manage endowment funds to support the needs of the company. For a more in-depth discussion on these related endowment entities, see DDP's [Endowments and Building Book Value Report](#) published in September 2024.

DDP sourced the following companies and their related endowments:

San Francisco Ballet	San Francisco Ballet Endowment Foundation
Pacific Northwest Ballet	Pacific Northwest Ballet Foundation
Colorado Ballet	Colorado Ballet Foundation
Aspen Santa Fe Ballet	Aspen Santa Fe Ballet Endowment
Alabama Ballet	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 Foundation²³ - Chief Financial Officer Robert Fore III

CFO Robert Fore III reported compensation from the endowment and company for FY 21, FY 22, and FY 23.

		FY 2021	FY 2022	FY 2023
SFB Endowment Foundation (94-2747262)	Reportable compensation from endowment	\$19,018	\$39,957	\$59,688
	Related compensation (e.g. ballet company)	\$76,072	\$159,826	\$238,751
SFB (94-1415298)	Reportable compensation from company	\$76,072	\$159,826	\$238,751
	Related compensation (e.g. endowment)	\$19,018	\$39,957	\$59,688

22 Houston Ballet also has a related entity - 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](#)

23 "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 Endowment²⁴ - Executive Director Jean-Philippe Malaty

The Aspen Santa Fe Ballet Endowment was formed in 2017, and since its formation, ASFB Executive Director Jean-Philippe Malaty has been listed on the endowment 990. ASFB is no longer included in DDP’s annual ranking, as they shuttered their professional company in Spring 2021.

		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
ASFB Endowment (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
ASFB (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

24 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](#)

Other Findings

New York City Ballet - Independent Contractors

According to New York City Ballet's 990, Peter Martins, former Artistic Director, received additional payments totaling \$624,000 in both FY 2021 and FY 2022. These payments were reported to 'Peter Martins Productions' under Section B of the 990 as an 'Independent Contractor' and disclosed under Schedule L as a 'Business Transaction Involving Interested Persons.' In FY 2023, these additional payments decreased significantly to \$130,726; however, they were attributed directly to Peter Martins and disclosed only under Schedule L, with no reporting to 'Peter Martins Productions' under Section B, as in previous years.

New York City Ballet - Resident Choreographer and Artistic Advisor

According to New York City Ballet's 990, Justin Peck (male), Resident Choreographer and Artistic Advisor, was compensated \$301,684. In FY 2023, he was compensated \$371,755.

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 payment²⁵ of "retirement and other deferred compensation". These amounts were -\$57,541 in FY 2021, -\$113,827 in FY 2022, and -\$72,425 in FY 2023. SFB's 990 states that the amount reported includes a loss in value of deferred compensation that occurred during the year.

²⁵ 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)". We appreciate Fore's prompt & transparent response.

Section VI: 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 July 2024. These rankings are based on FY22 data. The dance economy is constantly evolving and while DDP does our best to provide the most accurate information, a number of companies had not filed their FY 2023 returns as of October 2024.

Methodology

For this report, DDP utilized proprietary software and manually collected data through the IRS Form 990s via filings sent to DDP, the IRS, ProPublica’s NonProfit Explorer, and CauseIQ. 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*.²⁶ 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.

Additionally, DDP contacted companies via email asking them to provide their FY 2022 and 2023 990 filings per IRS regulations to gather the most recent information as possible. Companies were sent reminders and follow up emails at least twice. When DDP was unable to find an email for a specific administrative staff member responsible (by title), for financial reporting or budgeting, DDP scoured websites and attempted to contact multiple potentially responsible staff. DDP also requested companies to voluntarily self-report compensation for key positions including artistic and executive directors, associate/assistant artistic directors, heads of schools, heads of second companies, resident choreographers, and rehearsal directors. Additional requests were made on social media requesting companies to voluntarily self-report compensation. This information was requested to provide a more comprehensive understanding of compensation in the ballet industry and provide benchmarking information for smaller companies who may not be able to afford such services. Self-reported compensation data has been anonymized for confidentiality, and are included in averages throughout the report. In cases where companies self-reported compensation to DDP and reported compensation in their 990s, the compensation reported in the 990s was used in calculations.

DDP expresses gratitude to the 39 companies that responded and self-reported compensation information. By not putting up paywalls or charging a subscription fee, DDP is fostering the ability of smaller companies to appropriately “benchmark” compensation and to garner a more accurate sense of the state of the dance economy.

²⁶ Only employees receiving annual compensation over \$150,000 are reported in **Schedule J**.

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.

Limitations

Fiscal Data Availability

As of the most recent upload on November 16, 2024, 147 FY23 990s from the **Largest 150** ballet companies are available from the IRS. Companies with available and unavailable Form 990s can be found in **Appendix C: Available FY 2023 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.

Appendix A: Compensation by Budget Tier

The following table lists the average, maximum, and minimum compensation for U.S. ballet and classically based companies based on their annual budget by expenditure. DDP has provided these figures to help provide a more comprehensive understanding of compensation in the ballet industry and provide benchmarking information for smaller companies who may not be able to afford such services.

Note: Maximum and minimum compensation is not included in instances where three or fewer companies reported compensation.

Budget Tier		\$15 million +			\$3-\$14.9 million			\$750,000-\$2.9 million			\$749,000 or less		
		Average Compensation	Max.	Min.	Average Compensation	Max.	Min.	Average Compensation	Max.	Min.	Average Compensation	Max.	Min.
Artistic Director	FY22	\$455,068	\$658,158	\$207,500	\$168,147	\$297,745	\$60,654	\$70,761	\$151,000	\$24,503	\$42,611	\$100,000	\$12,556
	FY23	\$531,808	\$1,143,938	\$260,949	\$163,259	\$300,179	\$86,304	\$75,317	\$137,792	\$22,120	\$44,132	\$95,300	\$3,000
Executive Director	FY22	\$445,642	\$690,425	\$260,029	\$161,961	\$297,745	\$81,539	\$68,548	\$137,631	\$10,000	\$44,579	\$80,000	\$1,000
	FY23	\$443,575	\$805,013	\$238,527	\$158,542	\$300,179	\$82,666	\$73,203	\$171,090	\$22,120	\$38,290	\$82,400	\$3,000
Associate/ Assistant Artistic Director	FY22	\$201,204	-	-	\$128,401	\$167,837	\$88,000	\$59,984	-	-	\$22,583		
	FY23	\$208,597	-	-	\$132,365	-	-	57,646	-	-	\$17,808		
School Director	FY22	\$122,019	-	-	\$116,941	-	-	\$67,916	-	-	\$32,569		
	FY23	\$132,019	-	-	N/A	-	-	N/A	-	-	\$45,216		

Appendix B: The Largest 150 Companies - Largest 50, Next 50, Additional 50

The ranking of companies is based on expenditures from fiscal year 2022 and ordered from greatest to least expenditures. This is the ranking used throughout the report.

Largest 50

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

Next 50

- | | | |
|-------------------------|-------------------------------|---|
| 51. Ballet Rhode Island | 57. José Mateo Ballet Theatre | 63. Fort Wayne Ballet |
| 52. Ballet San Antonio | 58. American Midwest Ballet | 64. Les Ballets Trockadero de Monte Carlo |
| 53. State Street Ballet | 59. Wonderbound | 65. PHILADANCO! ²⁹ |
| 54. Ballet Magnificat! | 60. New Ballet | 66. Saint Louis Ballet ³⁰ |
| 55. New Jersey Ballet | 61. Post:Ballet | 67. Boulder Ballet |
| 56. Madison Ballet | 62. Indianapolis Ballet | 68. Ballet 5:8 |

²⁷ New York City Ballet has an affiliated school, School of American Ballet which has a separate EIN. SAB and NYCB's combined functional expenses total \$103,242,351

²⁸ Formerly Pennsylvania Ballet. The company was renamed to Philadelphia Ballet in 2021.

²⁹ PHILADANCO! operates a separate for-profit school. Financial data is currently unavailable for their school, so their ranking only reflects the financial information for their professional performing company. This differs from many companies that operate both a professional company and school.

³⁰ Saint Louis Ballet operates a separate for-profit school. Financial data is currently unavailable for their school, so their ranking only reflects the financial information for their professional performing company. This differs from many companies that operate both a professional company and school so, like PHILADANCO!, their ranking may appear lower than it otherwise would.

- | | | |
|---|------------------------------------|------------------------------------|
| 69. South Carolina Ballet (formerly Columbia City Ballet) ³¹ | 80. Ballet Des Moines | 91. Canyon Concert Ballet |
| 70. Diablo Ballet | 81. Ballet Virginia | 92. Dance Alive National Ballet |
| 71. Manassas Ballet Theatre | 82. Mystic Ballet | 93. Utah Metropolitan Ballet |
| 72. Peninsula Ballet Theatre | 83. Ballet Theatre of Maryland | 94. First State Ballet Theatre |
| 73. Newport Contemporary Ballet ³² | 84. The Tallahassee Ballet | 95. Eglevsky Ballet |
| 74. Maine State Ballet | 85. Ballet Tucson | 96. San Diego Ballet |
| 75. Brooklyn Ballet | 86. Huntsville Ballet | 97. Ballet Fantastique |
| 76. The Florida Ballet | 87. Oakland Ballet Company | 98. The Minnesota Ballet |
| 77. Golden State Ballet | 88. City Ballet of Boston | 99. Arts Ballet Theatre of Florida |
| 78. Charlottesville Ballet | 89. Rochester City Ballet | 100. Chattanooga Ballet |
| 79. City Ballet of San Diego | 90. Terminus Modern Ballet Theatre | |

Additional 50

- | | | |
|---|--|--|
| 101. The Georgia Ballet | 118. Winston-Salem Festival Ballet | 135. New York Dance Project |
| 102. American Contemporary Ballet | 119. Dance Aspen | 136. Cuban Classical Ballet of Miami ³⁹ |
| 103. Ballet Co. Laboratory | 120. Portland Ballet ³⁵ | 137. Texture Contemporary Ballet |
| 104. Ballet Pensacola | 121. Connecticut Ballet | 138. Columbia Classical Ballet |
| 105. Ballet Palm Beach | 122. Ballet Quad Cities | 139. New York Theatre Ballet |
| 106. Ohio Contemporary Ballet (formerly Verb Ballets) ³³ | 123. Ballet Collective | 140. Lexington Ballet Company |
| 107. New Orleans Ballet Theatre | 124. Armitage Gone! Dance ³⁶ | 141. Greensboro Ballet |
| 108. New Mexico Ballet | 125. Dissonance Dance Theatre | 142. Delta Festival Ballet |
| 109. Central West Ballet | 126. Ballet Vero Beach | 143. Ajkun Ballet Theatre |
| 110. Moveius Contemporary Ballet | 127. Dimensions Dance Theater of Miami | 144. Sierra Nevada Ballet |
| 111. Marigny Opera Ballet | 128. The Roxey Ballet Company | 145. Kentucky Ballet Theatre |
| 112. Syracuse City Ballet | 129. Avant Chamber Ballet | 146. Ballet Frontier |
| 113. James Sewell Ballet ³⁴ | 130. The Rosin Box Project ³⁷ | 147. Albany Berkshire Ballet |
| 114. Ballethnic Dance Company | 131. Mareck Dance ³⁸ | 148. Carolina Ballet Theatre |
| 115. Ballet Arkansas | 132. The Charleston Ballet | 149. Central Illinois Ballet |
| 116. Chamber Dance Project | 133. Ballet North Texas | 150. United Ballet Theatre |
| 117. Anaheim Ballet | 134. ARC Dance Company | |

31 Columbia Classical Ballet was renamed to South Carolina Ballet in September 2023.

32 Island Moving Company was renamed to Newport Contemporary Ballet in 2023.

33 Verb Ballets was renamed to Ohio Contemporary Ballet in the Fall of 2023.

34 James Sewell Ballet announced in November 2024 that they will be ceasing operations in March 2025.

35 Portland Ballet is located in Portland, ME, not to be confused with the school The Portland Ballet located in Portland, OR.

36 Armitage Gone! Dance closed their company in the Spring of 2022.

37 The Rosin Box Project had 2 990s filed in FY22. DDP reached out to the company and was notified that this was due to the fact that the company changed their fiscal year to align with the calendar year in FY22. This ranking reflects their combined FY22 financials as reported on their 990s that were sent to DDP.

38 Missouri Contemporary Ballet was renamed to Mareck Dance in the Summer of 2022.

39 Cuban Classical Ballet of Miami will be considered a school rather than a company for DDP's future reports.

Appendix C: Companies with Available FY 2023 Form 990s

The following companies have their FY 2023 990s publicly available from the IRS as of November 2024 and are listed in order of expenses. Please note that this is only a preliminary ranking and is not the official **Largest 50** based on FY 2023 financial information.

Largest 50

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

Next 50

- | | | |
|---|----------------------------------|---------------------------------|
| 51. Cleveland Ballet | 67. Golden State Ballet | 84. The Tallahassee Ballet |
| 52. PHILADANCO! | 68. Ballet Virginia | 85. Huntsville Ballet |
| 53. Indianapolis Ballet | 69. Manassas Ballet Theatre | 86. Canyon Concert Ballet |
| 54. State Street Ballet | 70. The Florida Ballet | 87. City Ballet of Boston |
| 55. American Midwest Ballet | 71. Maine State Ballet | 88. Ballet Pensacola |
| 56. Newport Contemporary Ballet | 72. Diablo Ballet | 89. San Diego Ballet |
| 57. Saint Louis Ballet | 73. Boulder Ballet | 90. Chattanooga Ballet |
| 58. Post:ballet | 74. Peninsula Ballet Theatre | 91. Ballet Fantastique |
| 59. Charlottesville Ballet | 75. Oakland Ballet Company | 92. Eglevsky Ballet |
| 60. Les Ballets Trockadero de Monte Carlo | 76. Ballet 5:8 | 93. Connecticut Ballet |
| 61. Madison Ballet | 77. Ballet Des Moines | 94. The Minnesota Ballet |
| 62. New Ballet | 78. Ballet Tucson | 95. Ballet Theatre Company |
| 63. Jose Mateo Ballet Theatre | 79. Utah Metropolitan Ballet | 96. Dance Alive National Ballet |
| 64. Fort Wayne Ballet | 80. Central West Ballet | 97. The Georgia Ballet |
| 65. Columbia City Ballet | 81. Ballet Palm Beach | 98. Moveius Contemporary Ballet |
| 66. City Ballet of San Diego | 82. Ballet Theatre of Maryland | 99. San Diego Ballet |
| | 83. American Contemporary Ballet | 100. Ballet Co Laboratory |

Additional 50

- | | | |
|---|--------------------------------------|-----------------------------------|
| 101. Dance Aspen | 118. The Rosin Box Project | 135. Fargo Moorhead Ballet |
| 102. Ballet Arkansas | 119. Dissonance Dance Theatre | 136. Twin City Ballet |
| 103. Rochester City Ballet | 120. Mareck Dance | 137. Tampa City Ballet |
| 104. Anaheim Ballet | 121. Cuban Classical Ballet of Miami | 138. United Ballet Theatre |
| 105. Ohio Contemporary Ballet
(formerly Verb Ballet) | 122. Columbia Classical Ballet | 139. Ballet Texas |
| 106. Ballethnic Dance Company | 123. Ballet North Texas | 140. Ballet Tucson |
| 107. Marigny Opera Ballet | 124. Ballet Frontier | 141. Terpsicorps Theatre of Dance |
| 108. New Mexico Ballet Company | 125. The Charleston Ballet | 142. Luminario Ballet |
| 109. James Sewell Ballet | 126. Sierra Nevada Ballet | 143. Armitage Gone! Dance |
| 110. Chamber Dance Project | 127. Greensboro Ballet | 144. Ballet Minnesota |
| 111. Portland Ballet | 128. Kentucky Ballet Theatre | 145. MorDance |
| 112. The Roxey Ballet Company | 129. New York Theatre Ballet | 146. New York Dance Project |
| 113. Winston-Salem Festival Ballet | 130. Albany Berkshire Ballet | 147. Ballet Hartford |
| 114. Ballet Quad Cities | 131. Atlantic City Ballet | 148. Northwest Arkansas Ballet |
| 115. Ballet Vero Beach | 132. Carolina Ballet Theatre | 149. Brandon Ballet |
| 116. Avant Chamber Ballet | 133. Delta Festival Ballet | 150. Ballet Misha |
| 117. Lexington Ballet Company | 134. Gwinnett Ballet Theatre | |

The following companies do not have their FY 2023 990s publicly available from the IRS website as of November 2024.

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|--------------------------------|-----------------------------------|
| American Ballet Theatre | New Orleans Ballet Theatre |
| Los Angeles Ballet | Syracuse City Ballet |
| LA Dance Project | BalletCollective |
| Ballet Magnificat! | Dimensions Dance Theater of Miami |
| Brooklyn Ballet | ARC Dance Company |
| Mystic Ballet | Texture Contemporary Ballet |
| First State Ballet Theatre | Ajkun Ballet Theatre |
| Arts Ballet Theatre of Florida | Central Illinois Ballet |

Appendix D: Artistic/Executive Director Changes 2022-2023

The following lists leadership changes that have taken place from January 2022 to December 2023. These are provided to give context to this report, which covers compensation for FY 2022 & FY 2023.

Artistic Director Changes in 2023:

COMPANY	POSITION	PREVIOUS LEADER	GENDER	NEW LEADER	GENDER	DATE OF CHANGE
Lexington Ballet	Artistic Director	Luis Dominguez	MALE	Eric Trope	MALE	Departed 2/11/23 Appointed 7/30/24
San Jose Dance Theater	Artistic Director	Mark Foehringer	MALE	Mariana Zschoerper	FEMALE	2/23/23
Oregon Ballet Theater	Artistic Director	Peter Franc (INTERIM)	MALE	Danielle Rowe	FEMALE	2/27/23
Pittsburgh Ballet Theater	Artistic Director	Susan Jaffe	FEMALE	Adam W. McKinney	MALE	3/1/23
Charlotte Ballet II	Artistic Director	Christopher Stuart	MALE			5/25/23
Nashville Ballet	Artistic Director	Paul Vasterling	MALE	Nick Mullikin	MALE	6/1/23
Alabama Ballet	Artistic Director	Tracey Alvey	FEMALE	Christopher Stuart	MALE	6/4/23
Dance Kaleidoscope	Artistic Director	David Hochoy	MALE	Joshua Blake Carter	MALE	6/30/23
Dance Theater of Harlem	Artistic Director	Virginia Johnson	FEMALE	Robert Garland	MALE	7/1/23
Houston Ballet	Co- Artistic Director	N/A	N/A	Julie Kent	FEMALE	7/1/23
Texas Ballet Theater	Artistic Director	Ben Stevenson	MALE	Tim O'Keefe	MALE	7/1/23
Louisville Ballet	Artistic Director	Robert Curran	MALE	Bruce Simpson & Helen Starr (Interim Artistic Advisors)	MALE & FEMALE	7/20/23
Cincinnati Ballet 2 (CB2)	Artistic Director	Suzette Webb	FEMALE	Yoshihisa Ara	MALE	7/31/23
Nashville Ballet 2	Artistic Director			Maria A Konrad-Reach	FEMALE	8/1/23
Dayton Ballet	Artistic Director	Karen Russo Burke	FEMALE	Brandon Ragland	MALE	8/1/23

Rochester City Ballet	Co-Artistic Directors	Robert Gardner	MALE	Megan Kamler & Shannon Rodriguez	FEMALE & FEMALE	8/31/23
State Street Ballet	Artistic Director	Rodney Gustafson	MALE	Megan Philipp	FEMALE	9/1/23
Minnesota Dance Theater	Artistic Director	Lise Houlton	FEMALE	Kaitlyn Gilliland (INTERIM)	FEMALE	9/15/23
Louisville Ballet	Artistic Director	Robert Curran	MALE	Mikelle Bruzina and Harald Uwe Kern	FEMALE & MALE	9/19/23
Cincinnati Ballet	Artistic Director	Jodie Gates	FEMALE	Cervilio Miguel Amador (INTERIM)	MALE	9/22/23
The Washington Ballet	Artistic Director	Julie Kent	FEMALE	Edwaard Liang	MALE	10/24/23
Cleveland Ballet	Artistic Director	Gladisa Guadalupe	FEMALE	Cynthia Graham (Interim Artistic Director)	FEMALE	11/14/23
Alvin Ailey American Dance Theater	Artistic Director	Robert Battle	MALE	Matthew Rushing (Interim AD)	MALE	11/16/23
Cleveland Ballet	Artistic Director	Cynthia Graham (Interim)	FEMALE			12/13/23
BalletMet	Artistic Director	Edwaard Liang	MALE	unknown	unknown	4/28/2024
Smuin Contemporary Ballet	Artistic Director	Celia Fushille	FEMALE	Amy Seiwert	FEMALE	6/1/24
Arizona Ballet	Artistic Director	Ib Anderson	MALE			6/30/24
Richmond Ballet	Artistic Director	Stoner Winslett	FEMALE	Ma Cong	MALE	7/1/24
Eugene Ballet	Artistic Director	Toni Pimble	FEMALE	Jennifer Martin for 2023/2024 season	FEMALE	2023/2024 season

Executive Director Changes in 2023:

COMPANY	POSITION	PREVIOUS LEADER	GENDER	NEW LEADER	GENDER	DATE OF CHANGE
Dayton Contemporary Dance Company	Executive Director	Ro Nita Hawes-Saunders	FEMALE	Phyllis Brzozowska (INTERIM)	FEMALE	1/5/23
Oregon Ballet Theater	Executive Director	Thomas Bruner	MALE	Shane Jewell	MALE	1/9/23
Madison Ballet	Executive Director	Jonathan Solari	MALE	Ja' Malik (INTERIM)	MALE	1/31/23
Colorado Ballet	Executive Director	N/A	N/A	Sameed Afghani	MALE	2/1/23
Miami City Ballet	Executive Director	Jeff Davis (INTERIM)	MALE	Juan José Escalante	MALE	2/6/23

Eastern Connecticut Ballet	Executive Director	Lise Reardon	FEMALE	Krystin Dixon	FEMALE	2/15/23
Louisville Ballet	Executive Director	Philip Koester	MALE	Leslie Smart	FEMALE	4/1/23
San Francisco Ballet	Executive Director	Danielle St.Germain	FEMALE	Arturo Jacobus (INTERIM)	MALE	4/21/23
Alonzo King Lines Ballet	Executive Director	Robert Rosenwasser	MALE	Courtney Beck	FEMALE	5/15/23
American Ballet Theater	Executive Director	Janet Rollé	FEMALE	Susan Jaffe (Interim ED)	FEMALE	6/14/23
Kansas City Ballet	Executive Director	Jeffrey Bentley	MALE	David Gray	MALE	7/1/23
Boston Ballet	Executive Director	Meredith "Max" Hodges	FEMALE	Ming Min Hui	FEMALE	8/17/23
Florida Ballet	Executive Director	Martha Lemire	FEMALE	DeeAnne Crookham	FEMALE	9/18/23
Ballet Lubbock	Executive Director	Nicholas Dragga	MALE			10/20/23
Pittsburgh Ballet Theater	Executive Director	Dr. Kathryn (Kati) Gigler (ACTING ED)	FEMALE	Nicholas Dragga	MALE	11/1/23
Cleveland Ballet	President and CEO	Michael Krasnyansky	MALE	Howard Bender (Interim CEO)	MALE	11/21/23
State Street Ballet	Executive Director	Rodney Gustafson	MALE	Cecily MacDougall	FEMALE	1/1/24
Grand Rapids Ballet	Executive Director	Glenn Del Vecchio	MALE			5/5/24
Cincinnati Ballet	President and CEO	Scott Altman	MALE	Deborah S. Brant (INTERIM)	FEMALE	12/31/24
Lexington Ballet Company	Executive Director	N/A	N/A	Mia Isaac	FEMALE	

Artistic Director Changes in 2022:

COMPANY	POSITION	PREVIOUS LEADER	GENDER	NEW LEADER	GENDER	DATE OF CHANGE
Oklahoma City Ballet	Artistic Director	Robert Mills	MALE	Ryan Jolicoeur-Nye	MALE	1/25/22
Charlotte Ballet	Artistic Director	Christopher Stuart	MALE	Alejandro Cerrudo	MALE	5/1/22
New York Theater Ballet	Artistic Director	Diana Byer	FEMALE	Steven Melendez	MALE	5/4/22
Ballet Tucson	Artistic Director	Mary Beth Cabana	FEMALE	Margaret Mullin	FEMALE	6/21/22
Texas Ballet Theater	Artistic Director	Ben Stevenson	MALE	Tim O'Keefe	MALE	7/1/22
Madison Ballet	Artistic Director	Sarah Schumann	FEMALE	Ja' Malik	MALE	7/1/22

Toledo Ballet	Artistic Director	Lisa Mayer-Lang	FEMALE	Eric Otto	MALE	7/21/22
Cincinnati Ballet	Artistic Director	Victoria Morgan	FEMALE	Jodie Gates	FEMALE	8/1/22
Boulder Ballet	Artistic Director	Lance Hardin	MALE	Ben Needham-Wood	MALE	8/1/22
Los Angeles Ballet	Artistic Director	Thordal Christensen & Colleen Neary	"MALE & FEMALE"	Melissa Barak	FEMALE	8/24/22
Island Moving Company	Artistic Director	Miki Ohlsen	FEMALE	Danielle Genest	FEMALE	9/1/22
New Jersey Ballet	Artistic Director	Carolyn Clark & Maria Kowroski Interim Artistic Director	FEMALE	Maria Kowroski	FEMALE	9/2022
Northwest Arkansas Ballet	Artistic Director	David Justin	MALE	Stephen Wynne	MALE	10/2022
Oklahoma City Ballet	Artistic Director	Ryan Jolicoeur-Nye acting artistic director	MALE	Ryan Jolicoeur-Nye	MALE	10/24/22
American Ballet Theater	Artistic Director	Kevin McKenzie	MALE	Susan Jaffe	FEMALE	12/1/22
San Francisco Ballet	Artistic Director	Helgi Tomasson	MALE	Tamara Rojo	FEMALE	12/31/22

Executive Director Changes in 2022:

COMPANY	POSITION	PREVIOUS LEADER	GENDER	NEW LEADER	GENDER	DATE OF CHANGE
American Ballet Theater	Executive Director	Kara Medoff Barnett	FEMALE	Janet Rollé	FEMALE	1/3/22
Louisville Ballet	Executive Director	Dr. Eric Isaacson (Interim ED March 2021-March 2022)	MALE	Philip Koester	MALE	3/1/22
San Francisco Ballet	Executive Director	Kelly Tweeddale; Danielle St. Germain-Gordon (Interim ED June 2021-March 2022)	FEMALE	Danielle St.Germain-Gordon	FEMALE	3/18/22
Ballet Arizona	Executive Director	Samantha Turner	FEMALE	Jami Kozemczak	FEMALE	7/1/22
Pittsburgh Ballet Theater	Executive Director	Harris Ferris	MALE	Dr. Kathryn (Kati) Gigler	FEMALE	7/1/22
Nashville Ballet	Executive Director	Paul Vasterling	MALE	Nick Mullikin	MALE	8/26/22
Miami City Ballet	Executive Director	Tania Castroverde Moskalenko	FEMALE	Jeff Davis	MALE	2022

