

The Largest 150 U.S Contemporary and Modern Dance Companies

Gender Leadership Distribution + Compensation Data Byte

The following Data Byte is Dance Data Project® (DDP)’s first combined examination of leadership and compensation among the largest contemporary and modern dance companies in the United States. [The Largest 150 U.S. Contemporary & Modern Dance Companies Report](#) was published in October 2025 and details the **Largest 50** U.S. contemporary and modern dance companies, ordered by annual expenditures, as well as the **Next** and **Additional 50** companies, ranking 150 companies in total.

Gender Leadership Distribution Summary

Section I of this Data Byte presents the first analysis of the gender distribution of leadership at the **Largest 150** companies ranked by FY23 expenditure. Past examinations of leadership were presented in the [2021 Largest 50 U.S. Contemporary and Modern Dance Companies Report](#), where only the **Largest 50** companies were analyzed, and the [2023 Largest U.S. Contemporary & Modern Dance Companies Report-Part I](#), which examined 127 unranked companies. This Data Byte also analyzes the largest scope of leadership positions to date including Artistic, Executive, and Associate/Assistant Directors, as well as Heads of School, Heads of Education Program, Heads of Second Company, Rehearsal Directors, and Music Directors/Principal Conductors. The gender distribution of Resident Choreographers and Resident Choreographer compensation will be examined in the upcoming 2026 Global Resident Choreographers Report. All leadership positions are reflected as of January 31, 2026.

Key findings of the leadership examination among the **Largest 150** companies reveal that women occupy the majority of leadership positions within the contemporary and modern dance sector. In all leadership categories except music directors/principal conductors, women comprised between 58-85% of artistic and administrative roles. Among music directors/principal conductors, women only accounted for 11.8% of directors. Additionally, women directors comprised the largest percentage of roles across the **Largest**, **Next**, and **Additional 50** companies; however, for executive directors and rehearsal directors specifically, the concentration of women directors increased as company size decreased.

Compensation Summary

Section II examines the compensation of leadership personnel at the **Largest 150** contemporary and modern dance companies, evaluating the pay equity (or lack thereof) between male, female, and gender expansive leaders. 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”, as titled in *Schedule J*, as compensation, but excludes additional payments such as retirement and other deferred compensation, and nontaxable benefits, from compensation metrics. Findings from this Data Byte are based on FY2023 and FY2024 financials for the **Largest 150** companies ranked by FY23 expenditure.

In FY 2023, the **Largest 150** companies operated with a combined total expenditure of \$206,872,512. The **Largest 50** (companies #1-50) companies operated with a total aggregate expenditure of \$170,972,860 representing 82.65% of expenditure among the **Largest 150**, whereas the **Next 50** (companies #51-100) operated with \$26,652,504 (12.88% of the **Largest 150**), and the **Additional 50** (companies #101-150) operated with \$9,247,148 (4.47% of the **Largest 150**). Preliminary findings of available FY 2024 data found that the 111 companies with available FY 2024 data had combined total expenditures of \$164,489,955, slightly less than the combined total expenditures of the **Largest 150** companies in FY 2023.

Across the **Largest 150** companies, women hold a majority of leadership positions; however, this representation does not translate into equitable access to the highest-paying leadership roles. The largest compensation disparities are concentrated among the **Largest 50** companies, particularly in the vital roles of artistic and executive director, while smaller organizations show greater pay parity or female advantage at substantially lower compensation levels.

In the **Largest 50**, female artistic directors, on average, earned 36 cents less for every dollar earned by men in FY 2023 and 37 cents less for every dollar earned by men in FY 2024. Female executive directors, on average, earned 20 cents less for every dollar earned by men in FY 2023 and 25 cents less for every dollar earned by men in FY 2024.

Among the **Next** and **Additional 50** companies, female artistic and executive directors earned compensation that was similar to or greater than the compensation of their male counterparts. In the **Next 50**, female artistic directors, on average, earned 93 cents per dollar earned by men in FY 2023 and 91 cents per dollar earned by men in FY 2024. Female executive directors, on average, earned 96 cents per dollar earned by men in FY 2023 and 42 cents more per dollar earned by men in FY 2024. In the **Additional 50**, female artistic directors, on average, earned 15 cents more per dollar earned by men in FY 2023 and 12 cents more per dollar earned by men in FY2024. Female executive directors, on average, earned 3 cents more per dollar earned by men in FY 2023 and 3 cents less for every dollar earned by men in FY 2024. These figures represent descriptive averages and do not control for tenure, geography, workload, or organizational structure.

In an effort to enhance the scope of this study, DDP contacted the **Largest 150** contemporary and modern dance companies via email, requesting self-reported compensation information for their artistic and executive directors, as well as other relevant positions. Twenty-seven 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 Data Byte.

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](#)).

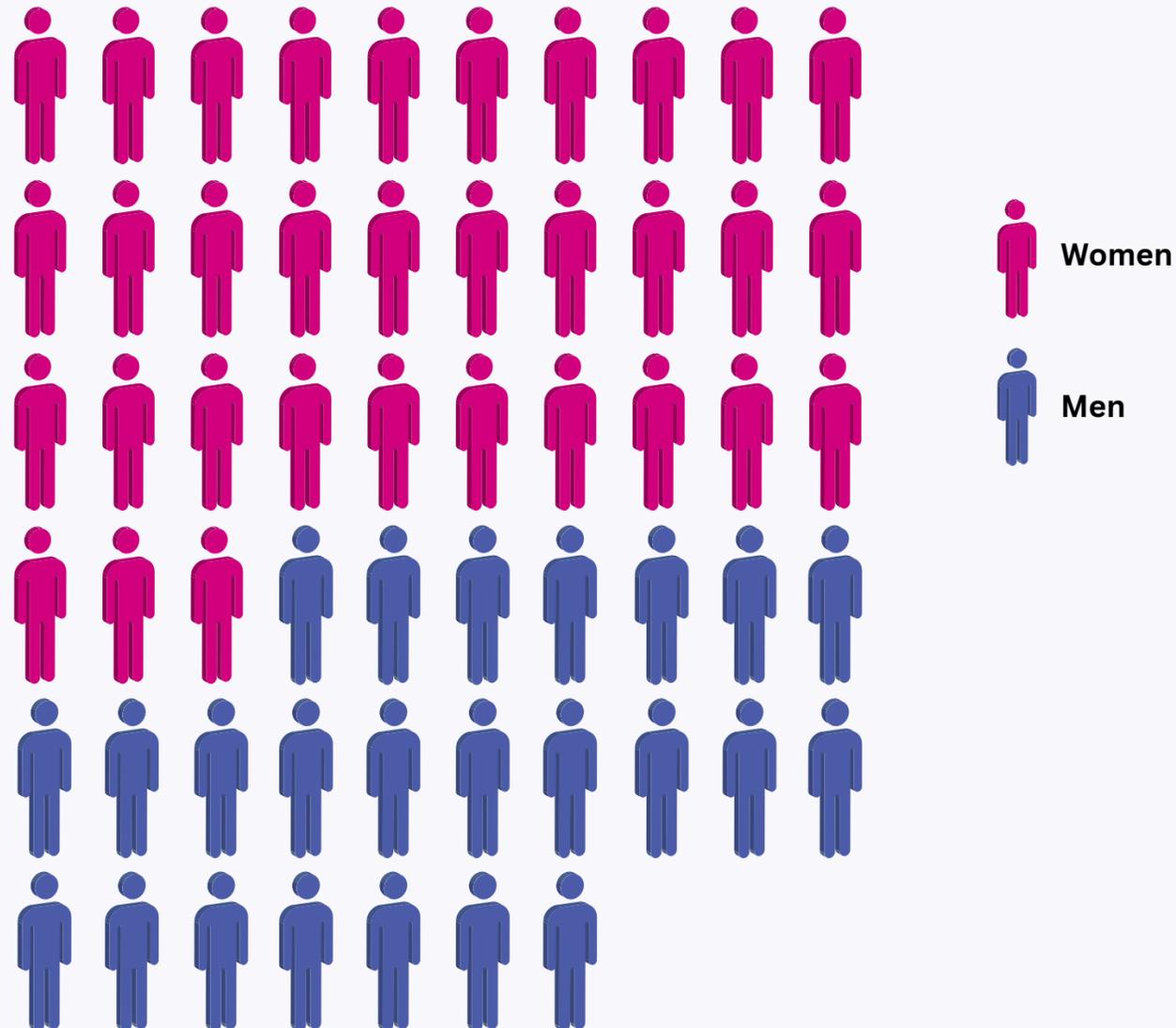
Pay transparency has become a standard practice ([Catalyst](#)). Currently, pay transparency laws are most commonly driven by state and city governments ([Pay Analytics](#)). The majority of such compensation transparency laws focus on salary ranges during hiring, while some jurisdictions also require employers to disclose benefits and other forms of compensation, and have placed limits on employers from asking employees to disclose their previous compensation history ([Pay Analytics](#)). Additionally, more U.S. companies are also starting to communicate pay standards, regardless of legal mandates ([WTW](#)). Pay transparency is a critical tool for addressing wage gaps ([Deloitte](#)), and is increasingly important as the gender pay gap worsened in 2024. According to the [Institute for Women’s Policy Research](#), women made only 80.9 cents for every dollar men made - a decrease from 2023 where women were paid 82.7 cents and 84 cents for every dollar made by men in 2022.

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.

Section IA: Gender Distribution of Artistic Directors

This section provides an overview of the gender distribution of Artistic Directors using the most recent available data and reflects current leadership. Data is current as of January 31, 2026.

Gender Distribution of Artistic Directors Largest 50 U.S. Ballet Companies



In the **Largest 10**, there are 5 female and 6 male Artistic Directors
45.5% Female | 54.5% Male

In the **Largest 25**, there are 15 female and 14 male Artistic Directors
51.7% Female | 48.3% Male

In the **Largest 50**, there are 33 female and 24 male Artistic Directors
57.9% Female | 42.1% Male

In the **Next 50**, there are 29 female and 22 male Artistic Directors
56.9% Female | 43.1% Male

In the **Additional 50**, there are 40 female, 12 male, and 3 gender expansive Artistic Directors
72.7% Female | 21.8% Male | 5.5% Gender Expansive

Overall, in the **Largest 150** companies, there are 102 female, 58 male, and 3 gender expansive Artistic Directors
62.6% Female | 35.6% Male | 1.8% Gender Expansive

Section IIA: Compensation of Artistic Directors

FY 2023 Compensation Data

Based on the available FY 2023 data, DDP was able to source compensation information for **137 artistic directors** within the **Largest 150**. Self-reported compensation¹ was utilized for 25 of the 137 directors. Among the 137 artistic directors, **DDP recorded reportable compensation for 108 artistic directors and non-reportable compensation for 29 artistic directors**. Compensation that was reported as \$0 directly in a company’s 990² is considered “non-reportable” by DDP and has been excluded from all FY23 averages in section IIA.

The average compensation of the **108 artistic directors** with reportable compensation was \$73,732 (range: \$1,800 - \$558,534) in FY 2023.

- There were 65 women artistic directors recorded with an average compensation of \$62,245 (range: \$1,800 - \$266,386).
- There were 40 men earning an average compensation of \$93,245 (range: \$19,994 - \$558,534).³
- There was 1 gender expansive artistic director identified with a reportable compensation of \$55,200.
- There were 2 unidentified artistic directors with a reported average compensation of \$66,062.⁴

Largest 10	Total Number of Directors	Average Compensation
Women	3	\$177,276
Men	6	\$264,066
Gender Expansive	0	N/A

Largest 25	Total Number of Directors	Average Compensation
Women	11	\$131,178
Men	11	\$188,469
Gender Expansive	0	N/A
Unknown Gender	1	\$94,124

Largest 50	Total Number of Directors	Average Compensation
Women	23	\$99,347
Men	16	\$156,184
Gender Expansive	0	N/A
Unknown Gender	1	\$94,124

FY 2024 Compensation Data

Based on the available FY 2024 data, DDP was able to source compensation information for **143 artistic directors** within the **Largest 150**. Self-reported compensation was utilized for 24 of the 143 directors. **Among the 143 artistic directors, DDP recorded reportable compensation for 106 artistic directors and non-reportable compensation for 37 artistic directors**. Compensation that was reported as \$0 directly in a company’s 990 is considered “non-reportable” by DDP and has been excluded from all FY24 averages in section IIA.

The average compensation of the **106 artistic directors** with reportable compensation was \$77,471 (range: \$2,800 - \$572,006) in FY 2024.

- There were 61 women artistic directors recorded with an average compensation of \$64,399 (range: \$2,800 - \$180,750).
- There were 42 men earning an average compensation of \$97,575 (range: \$19,994 - \$572,006).⁵
- There was 1 gender expansive artistic director identified with a reportable compensation of \$56,100.
- There were 2 unidentified artistic directors with a reported average compensation of \$64,651.

Largest 10	Total Number of Directors	Average Compensation
Women	4	\$136,952
Men	7	\$259,497
Gender Expansive	0	N/A

Largest 25	Total Number of Directors	Average Compensation
Women	12	\$123,292
Men	11	\$204,652
Gender Expansive	0	N/A
Unknown Gender	1	\$91,302

Largest 50	Total Number of Directors	Average Compensation
Women	22	\$98,922
Men	18	\$156,607
Gender Expansive	0	N/A
Unknown Gender	1	\$91,302

5) Under Schedule L of FY24 Form 990, Bill T. Jones (of The Bill T. Jones/Arnie Zane Company) received \$272,668 in reported compensation as the owner of EXU Inc. There was an additional compensation of \$130,000 given to B&B Ready Inc., an entity owned by Bill T. Jones and Bjorn Amelan; however, it is unclear how this compensation was divided among owners. Because DDP could not determine how compensation was divided between Jones and Amelan, DDP has omitted the additional compensation of \$130,000 from calculations and only included the \$272,668 Bill. T. Jones earned as a sole owner of EXU Inc.

1) See **Section V: Compensation Operational Definitions, Methodology, and Limitations** for further information on the collection, organization, and calculation of self-reported compensation.

2) All reports of \$0 in compensation were extracted directly from company Form 990s. Note that \$0 in compensation does not necessarily indicate that the director did not earn a salary, but rather suggests that the company may not have been required to report said compensation as it falls below the IRS’s reporting minimum of \$100,000 annually.

3) Under Schedule L of FY23 Form 990, Bill T. Jones (of The Bill T. Jones/Arnie Zane Company) received \$274,218 in reported compensation as the owner of EXU Inc. There was an additional compensation of \$130,000 given to B&B Ready Inc., an entity owned by Bill T. Jones and Bjorn Amelan; however, it is unclear how this compensation was divided among owners. Because DDP could not determine how compensation was divided between Jones and Amelan, DDP has omitted the additional compensation of \$130,000 from calculations and only included the \$274,218 Bill. T. Jones earned as a sole owner of EXU Inc.

4) With self-reported data, unidentified directors are individuals whom DDP could not determine the name and gender identity as these individuals are not currently listed on company websites. Similarly, if an organization currently has two people in a role, but only sent one compensation to DDP, only one value was entered under the respective leadership title and marked as "unknown gender."

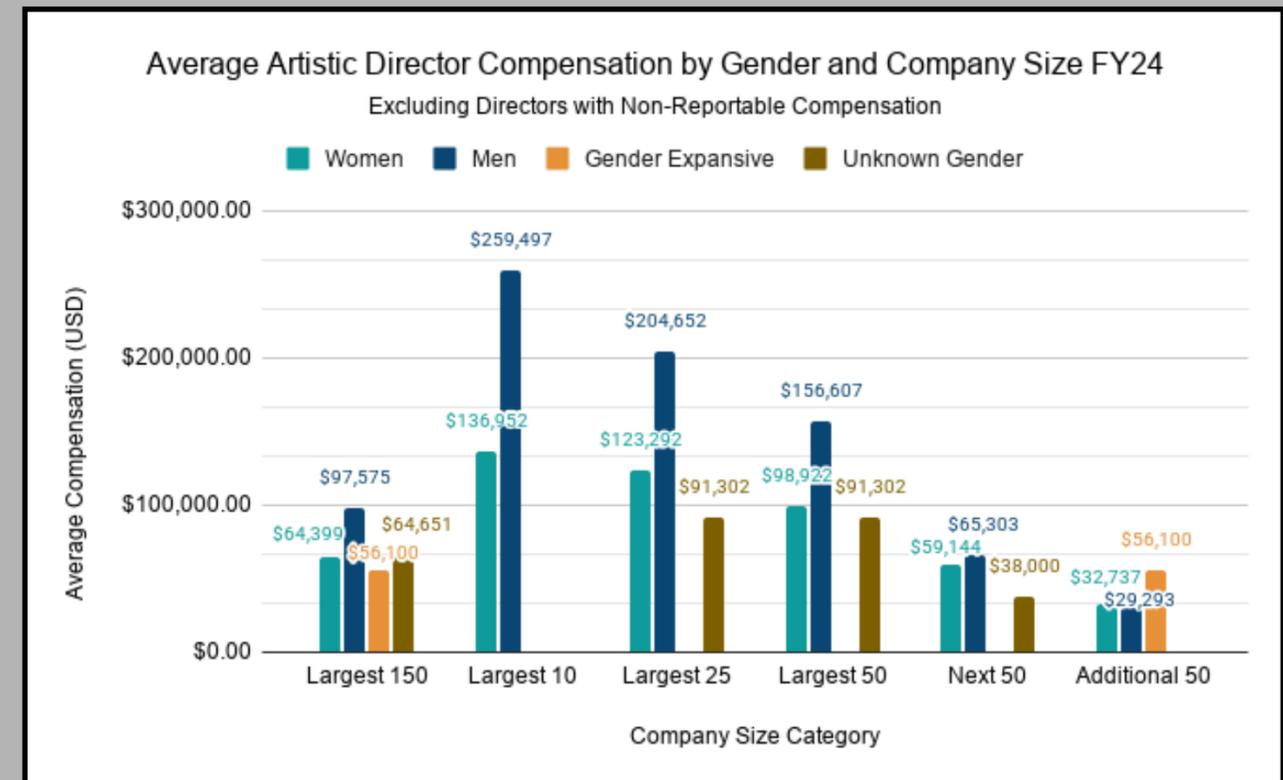
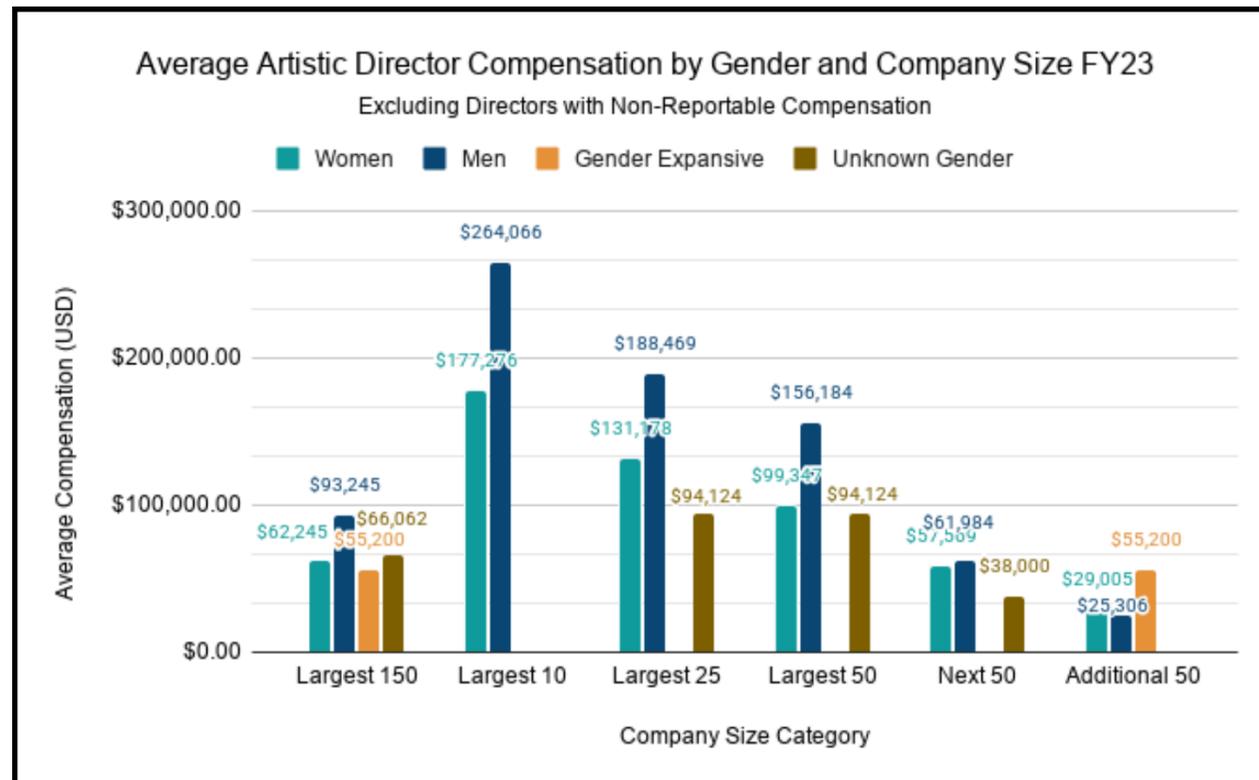
Section IIA: Compensation of Artistic Directors (Cont.)

FY 2023 Compensation Data

Next 50	Total Number of Directors	Average Compensation	Additional 50	Total Number of Directors	Average Compensation
Women	19	\$57,569	Women	23	\$29,005
Men	17	\$61,984	Men	7	\$25,306
Gender Expansive	0	N/A	Gender Expansive	1	\$55,200
Unknown Gender	1	\$38,000			

FY 2024 Compensation Data

Next 50	Total Number of Directors	Average Compensation	Additional 50	Total Number of Directors	Average Compensation
Women	18	\$59,144	Women	21	\$32,737
Men	16	\$65,303	Men	8	\$29,293
Gender Expansive	0	N/A	Gender Expansive	1	\$56,100
Unknown Gender	1	\$38,000			



On average, the **Largest 50** female artistic directors earned **64 cents per dollar earned by men**.⁶

On average, the **Largest 50** female artistic directors earned **63 cents per dollar earned by men**.

On average, the **Next 50** female artistic directors earned **93 cents per dollar earned by men**.

On average, the **Next 50** female artistic directors earned **91 cents per dollar earned by men**.

On average, the **Additional 50** female artistic directors earned **15 cents more (\$1.15) per dollar earned by men**.

On average, the **Additional 50** female artistic directors earned **12 cents more (\$1.12) per dollar earned by men**.

⁶ Due to limited sample sizes, gender expansive compensation figures are not used in ratio calculations.

Top 10 Earning Artistic Directors

The following section displays the top 10 earning artistic directors in FY 2023 and FY 2024. An asterisk indicates the individual is no longer in this role.

FY23 Artistic Directors

The average compensation of the top 10 earning artistic directors in FY 2023 is \$239,505 (range: \$147,250 - \$558,534). Compared to the average compensation of artistic directors in the **Largest 50** (\$121,951), this is a difference of \$117,553. Compared to the average compensation of artistic directors in the **Largest 150** (\$73,732), this is a difference of \$165,773.

Artistic Directors (ADs) are listed in order from largest compensation to smallest compensation. Company rank by FY23 expenditure is listed after each company's name.

1. Robert Battle (male)* - \$558,534 | AD of Alvin Ailey American Dance Theater (#1)
2. Mark Morris (male) - \$292,533 | AD of Mark Morris Dance Group (#3)
3. Bill T. Jones⁷ (male) - \$274,218 | AD of Bill T. Jones/Arnie Zane Company (#6)
4. Gina Gibney (female) - \$266,386 | AD/CEO of the Gibney Company (#2)
5. Michael Novak (male) - \$192,987 | AD of Paul Taylor Dance Company (#4)
6. Janet Eilber (female) - \$180,750 | AD of Martha Graham Dance Company (#12)
7. Linda-Denise Fisher-Harrell (female) - \$175,000 | AD of Hubbard Street Dance Chicago (#8)
8. Stephen Petronio (male) - \$157,805 | AD of Stephen Petronio Company⁸ (#41)
9. Benjamin Millepied (male) - \$149,583 | AD of L.A. Dance Project (#9)
10. Sarah Slipper (female) - \$147,250 | AD of NW Dance Project (#23)

7) Under Schedule L of FY23 Form 990, Bill T. Jones (of The Bill T. Jones/Arnie Zane Company) received \$274,218 in reported compensation as the owner of EXU Inc. There was an additional compensation of \$130,000 given to B&B Ready Inc., an entity owned by Bill T. Jones and Bjorn Amelan; however, it is unclear how this compensation was divided among owners. Because DDP could not determine how compensation was divided between Jones and Amelan, DDP has omitted the additional compensation of \$130,000 from calculations and only included the \$274,218 Bill. T. Jones earned as a sole owner of EXU Inc.

8) Stephen Petronio Company shuttered in July 2025.

FY24 Artistic Directors

The average compensation of the top 10 earning artistic directors in FY 2024 is \$240,408 (range: \$135,800 - \$572,006). Compared to the average compensation of artistic directors in the **Largest 50** (\$124,061), this is a difference of \$116,347. Compared to the average compensation of artistic directors in the **Largest 150** (\$77,471), this is a difference of \$162,938.

Artistic Directors (ADs) are listed in order from largest compensation to smallest compensation. Company rank by FY23 expenditure is listed after each company's name.

1. Robert Battle (male)* - \$572,006 | AD of Alvin Ailey American Dance Theater (#1)
2. Mark Morris (male) - \$295,800 | AD of Mark Morris Dance Group (#3)
3. Bill T. Jones⁹ (male) - \$272,668 | AD of Bill T. Jones/Arnie Zane Company (#6)
4. Matthew Rushing¹⁰ (male)* - \$244,159 | AD of Alvin Ailey American Dance Theater (#1)
5. Michael Novak (male) - \$199,132 | AD of Paul Taylor Dance Company (#4)
6. Janet Eilber (female) - \$180,750 | AD of Martha Graham Dance Company (#12)
7. Linda-Denise Fisher-Harrell (female) - \$175,493 | AD of Hubbard Street Dance Chicago (#8)
8. Gina Gibney (female) - \$164,800 | AD of the Gibney Company (#2)
9. Sarah Slipper (female) - \$163,475 | AD of NW Dance Project (#23)
10. David Parsons (male) - \$135,800 | AD of Parsons Dance (#17)

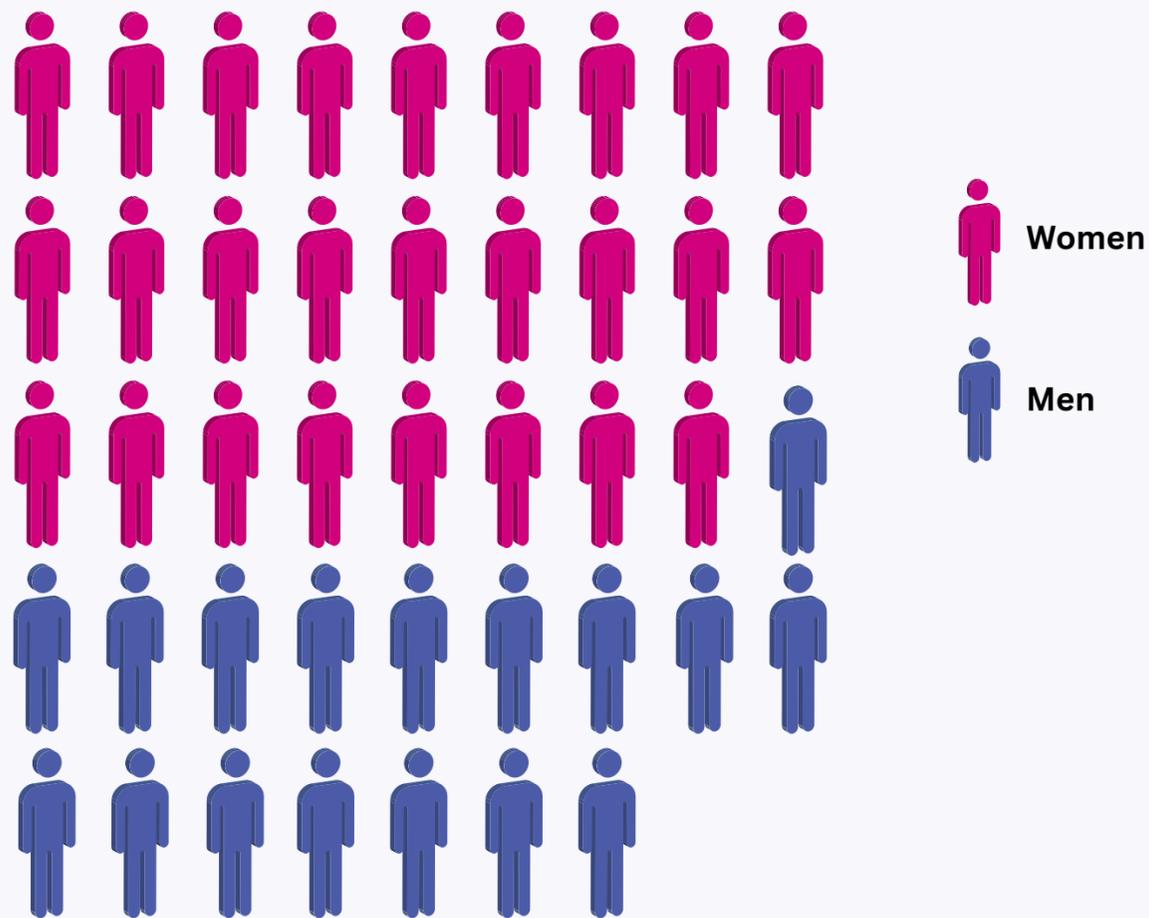
9) Under Schedule L of FY24 Form 990, Bill T. Jones (of The Bill T. Jones/Arnie Zane Company) received \$272,668 in reported compensation as the owner of EXU Inc. There was an additional compensation of \$130,000 given to B&B Ready Inc., an entity owned by Bill T. Jones and Bjorn Amelan; however, it is unclear how this compensation was divided among owners. Because DDP could not determine how compensation was divided between Jones and Amelan, DDP has omitted the additional compensation of \$130,000 from calculations and only included the \$272,668 Bill. T. Jones earned as a sole owner of EXU Inc.

10) Battle departed AAADT in November 2023, and Rushing transitioned from Associate Artistic Director to Interim Artistic Director until 2025. Current Artistic Director, Alicia Graf Mack, assumed the role July 1, 2025.

Section IB: Gender Distribution of Executive Directors

This section provides an overview of the gender distribution of Executive Directors using the most recent available data and reflects current leadership. Data is current as of January 31, 2026.

Gender Distribution of Executive Directors Largest 50 U.S. Ballet Companies



In the **Largest 10**, there are 5 female, 3 male, and 1 gender expansive Executive Director(s)
55.6% Female | 33.3% Male | 11.1% Gender Expansive

In the **Largest 25**, there are 16 female, 7 male, and 1 gender expansive Executive Director(s)
66.7% Female | 29.2% Male | 4.2% Gender Expansive

In the **Largest 50**, there are 26 female, 17 male, and 1 gender expansive Executive Director(s)
59.1% Female | 38.6% Male | 2.3% Gender Expansive

In the **Next 50**, there are 30 female, 9 male, and 1 gender expansive Executive Director(s)
75% Female | 22.5% Male | 2.5% Gender Expansive

In the **Additional 50**, there are 24 female, 4 male, and 3 gender expansive Executive Directors
77.4% Female | 12.9% Male | 9.7% Gender Expansive

Overall, in the **Largest 150** companies, there are 80 female, 30 male, and 5 gender expansive Executive Directors
69.6% Female | 26.1% Male | 4.3% Gender Expansive

Section IIB: Compensation of Executive Directors

FY 2023 Compensation Data

Based on the available FY 2023 data, DDP was able to source compensation information for **104 executive directors** within the **Largest 150**. Self-reported compensation¹¹ was utilized for 25 of the 104 directors. Among the 104 executive directors, **DDP recorded reportable compensation for 89 executive directors and non-reportable compensation for 15 executive directors**. Compensation that was reported as \$0 directly in a company’s 990¹² is considered “non-reportable” by DDP and has been excluded from all FY23 averages in section IIB.

The average compensation of the **89 executive directors** with reportable compensation was \$80,771 (range: \$4,911 - \$550,265) in FY 2023.

- There were 62 women executive directors recorded with an average compensation of \$74,847 (range: \$4,911 - \$274,845).
- There were 24 men earning an average compensation of \$98,607 (range: \$22,176 - \$550,265).
- There was 1 gender expansive executive director identified with a reportable compensation of \$81,486.
- There were 2 unidentified executive directors with a reported average compensation of \$50,000.¹³

Largest 10	Total Number of Directors	Average Compensation
Women	7	\$194,029
Men	3	\$319,044
Gender Expansive	0	N/A

Largest 25	Total Number of Directors	Average Compensation
Women	17	\$136,859
Men	8	\$186,828
Gender Expansive	0	N/A

Largest 50	Total Number of Directors	Average Compensation
Women	28	\$115,221
Men	13	\$143,993
Gender Expansive	0	N/A
Unknown Gender	1	\$62,000

FY 2024 Compensation Data

Based on the available FY 2024 data, DDP was able to source compensation information for **105 executive directors** within the **Largest 150**. Self-reported compensation was utilized for 24 of the 105 directors. **Among the 105 executive directors, DDP recorded reportable compensation for 88 executive directors and non-reportable compensation for 17 executive directors**. Compensation that was reported as \$0 directly in a company’s 990 is considered “non-reportable” by DDP and has been excluded from all FY24 averages in section IIB.

The average compensation of the **88 executive directors** with reportable compensation was \$80,652 (range: \$242 - \$568,883) in FY 2024.

- There were 61 women executive directors recorded with an average compensation of \$72,921 (range: \$242 - \$308,691).
- There were 24 men earning an average compensation of \$103,981 (range: \$18,708 - \$568,883).
- There were 0 gender expansive executive directors with reportable compensation in FY24.
- There were 3 unidentified executive directors with a reported average compensation of \$51,200.

Largest 10	Total Number of Directors	Average Compensation
Women	7	\$177,146
Men	3	\$334,291
Gender Expansive	0	N/A

Largest 25	Total Number of Directors	Average Compensation
Women	17	\$129,113
Men	8	\$195,576
Gender Expansive	0	N/A

Largest 50	Total Number of Directors	Average Compensation
Women	26	\$107,161
Men	15	\$143,685
Gender Expansive	0	N/A
Unknown Gender	1	\$62,000

¹¹ See **Section V: Compensation Operational Definitions, Methodology, and Limitations** for further information on the collection, organization, and calculation of self-reported compensation.

¹² All reports of \$0 in compensation were extracted directly from company Form 990s. Note that \$0 in compensation does not necessarily indicate that the director did not earn a salary, but rather suggests that the company may not have been required to report said compensation as it falls below the IRS’s reporting minimum of \$100,000 annually.

¹³ With self-reported data, unidentified directors are individuals whom DDP could not determine the name and gender identity as these individuals are not currently listed on company websites. Similarly, if an organization currently has two people in a role, but only sent one compensation to DDP, only one value was entered under the respective leadership title and marked as "unknown gender."

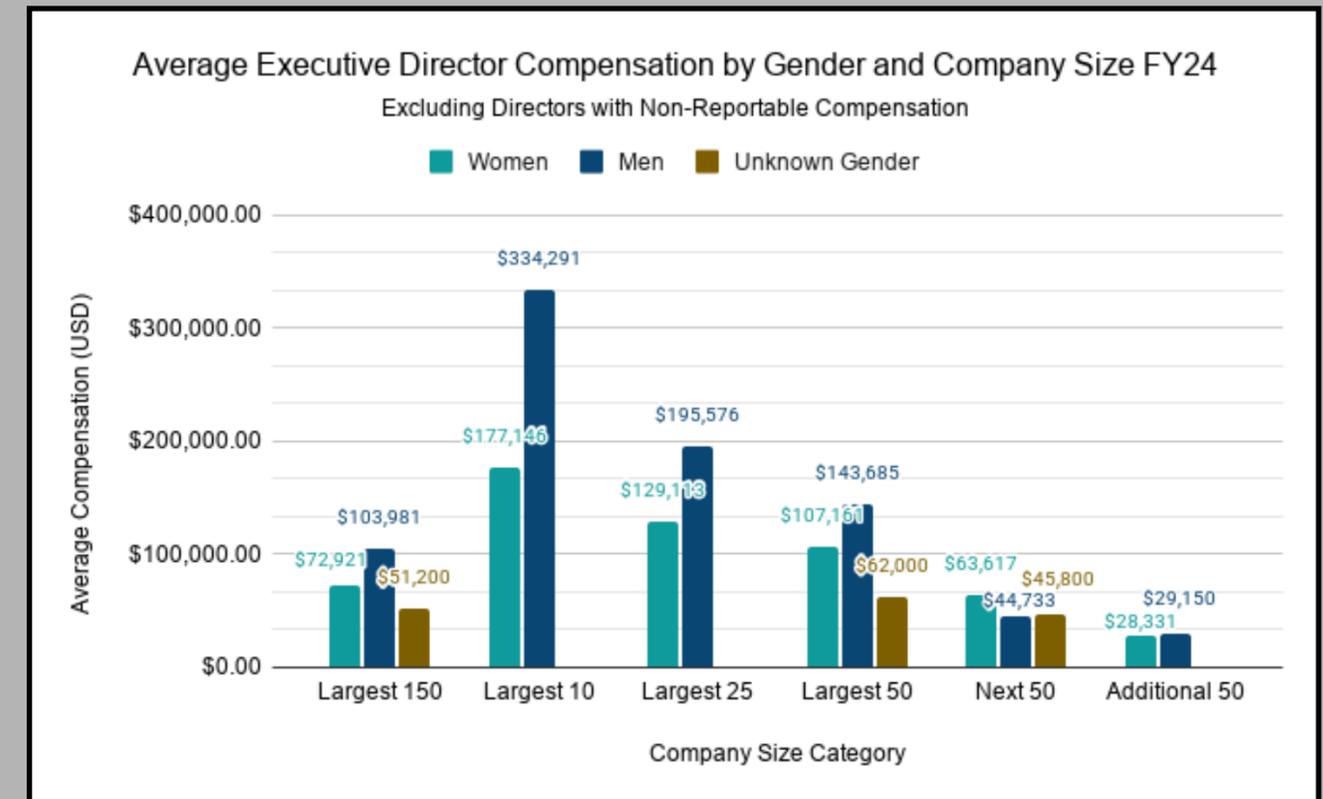
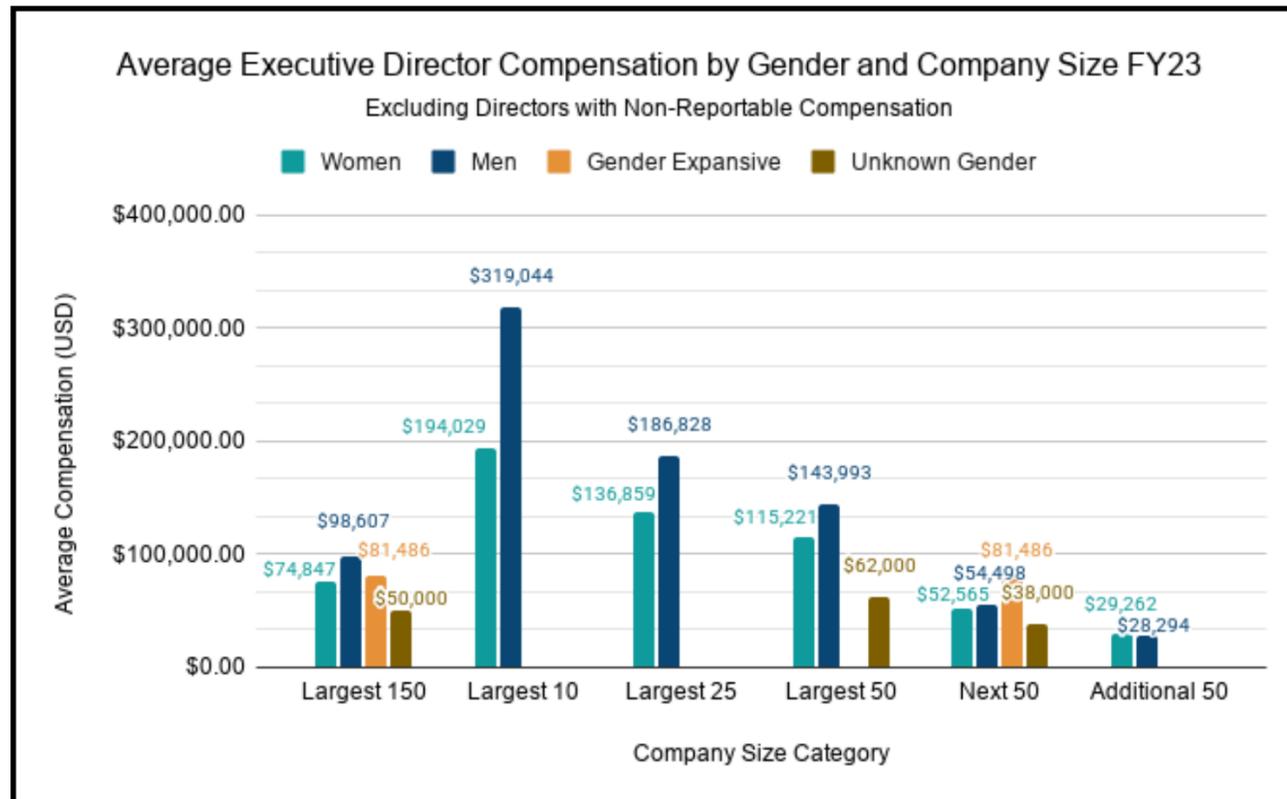
Section IIB: Compensation of Executive Directors (Cont.)

FY 2023 Compensation Data

Next 50	Total Number of Directors	Average Compensation	Additional 50	Total Number of Directors	Average Compensation
Women	18	\$52,565	Women	16	\$29,262
Men	7	\$54,498	Men	4	\$28,294
Gender Expansive	1	\$81,486	Gender Expansive	0	N/A
Unknown Gender	1	\$38,000			

FY 2024 Compensation Data

Next 50	Total Number of Directors	Average Compensation	Additional 50	Total Number of Directors	Average Compensation
Women	19	\$63,617	Women	16	\$28,331
Men	5	\$44,733	Men	4	\$29,150
Gender Expansive	0	N/A	Gender Expansive	0	N/A
Unknown Gender	2	\$45,800			



On average, the **Largest 50** female executive directors earned **80 cents per dollar earned by men.**¹⁴

On average, the **Next 50** female executive directors earned **96 cents per dollar earned by men.**

On average, the **Additional 50** female executive directors earned **3 cents more (\$1.03) per dollar earned by men.**

On average, the **Largest 50** female executive directors earned **75 cents per dollar earned by men.**

On average, the **Next 50** female executive directors earned **42 cents more (\$1.42) per dollar earned by men.**

On average, the **Additional 50** female executive directors earned **97 cents per dollar earned by men.**

¹⁴ Due to limited sample sizes, gender expansive compensation figures are not used in ratio calculations.

Top 10 Earning Executive Directors

The following section displays the top 10 earning executive directors in FY 2023 and FY 2024. An asterisk indicates the individual is no longer in this role.

FY23 Executive Directors

The average compensation of the top 10 earning executive directors in FY 2023 is \$238,525 (range: \$150,733 - \$550,265). Compared to the average compensation of executive directors in the **Largest 50** (\$122,859), this is a difference of \$115,665. Compared to the average compensation of executive directors in the **Largest 150** (\$80,771), this is a difference of \$157,754.

Executive Directors (EDs) are listed in order from largest compensation to smallest compensation. Company rank by FY23 expenditure is listed after each company's name.

1. Bennett Rink (male) - \$550,265 | ED of Alvin Ailey American Dance Theater (#1)
2. Kimberly Cullen (female) - \$274,845 | ED of Bill T. Jones/Arnie Zane Company (#6)
3. Gina Gibney (female) - \$266,386 | AD/CEO of the Gibney Company (#2)
4. John Tomlinson (male) - \$221,557 | ED of Paul Taylor Dance Company (#4)
5. Larue Allen (female) - \$202,535 | ED of Martha Graham Dance Company (#12)
6. Nancy Umanoff (female) - \$198,937 | ED of Mark Morris Dance Group (#3)
7. David Mcdermott (male) - \$185,311 | ED of Hubbard Street Dance Chicago (#8)
8. Carma Zisman (female) - \$176,999 | ED of ODC/Dance (#5)
9. Zenetta S. Drew (female)^{15*} - \$157,680 | ED of Dallas Black Dance Theatre (#7)
10. Lucinda Gould Lent (female)* - \$150,733 | ED of L.A. Dance Project (#9)

FY24 Executive Directors

The average compensation of the top 10 earning executive directors in FY 2023 is \$235,110 (range: \$141,652 - \$568,883). Compared to the average compensation of executive directors in the **Largest 50** (\$119,130), this is a difference of \$115,980. Compared to the average compensation of executive directors in the **Largest 150** (\$80,652), this is a difference of \$154,458.

Executive Directors (EDs) are listed in order from largest compensation to smallest compensation. Company rank by FY23 expenditure is listed after each company's name.

1. Bennett Rink (male) - \$568,883 | ED of Alvin Ailey American Dance Theater (#1)
2. Kimberly Cullen (female) - \$308,691 | ED of Bill T. Jones/Arnie Zane Company (#6)
3. John Tomlinson (male) - \$229,734 | ED of Paul Taylor Dance Company (#4)
4. David Mcdermott (male) - \$204,256 | ED of Hubbard Street Dance Chicago (#8)
5. Nancy Umanoff (female) - \$201,185 | ED of Mark Morris Dance Group (#3)
6. Larue Allen (female) - \$196,950 | ED of Martha Graham Dance Company (#12)
7. Zenetta S. Drew (female)* - \$178,444 | ED of Dallas Black Dance Theatre (#7)
8. Gina Gibney (female) - \$164,800 | AD/CEO of the Gibney Company (#2)
9. Carma Zisman (female) - \$156,503 | ED of ODC/Dance (#5)
10. Lamar Lovelace (male) - \$141,652 | ED of Step Afrika! (#11)

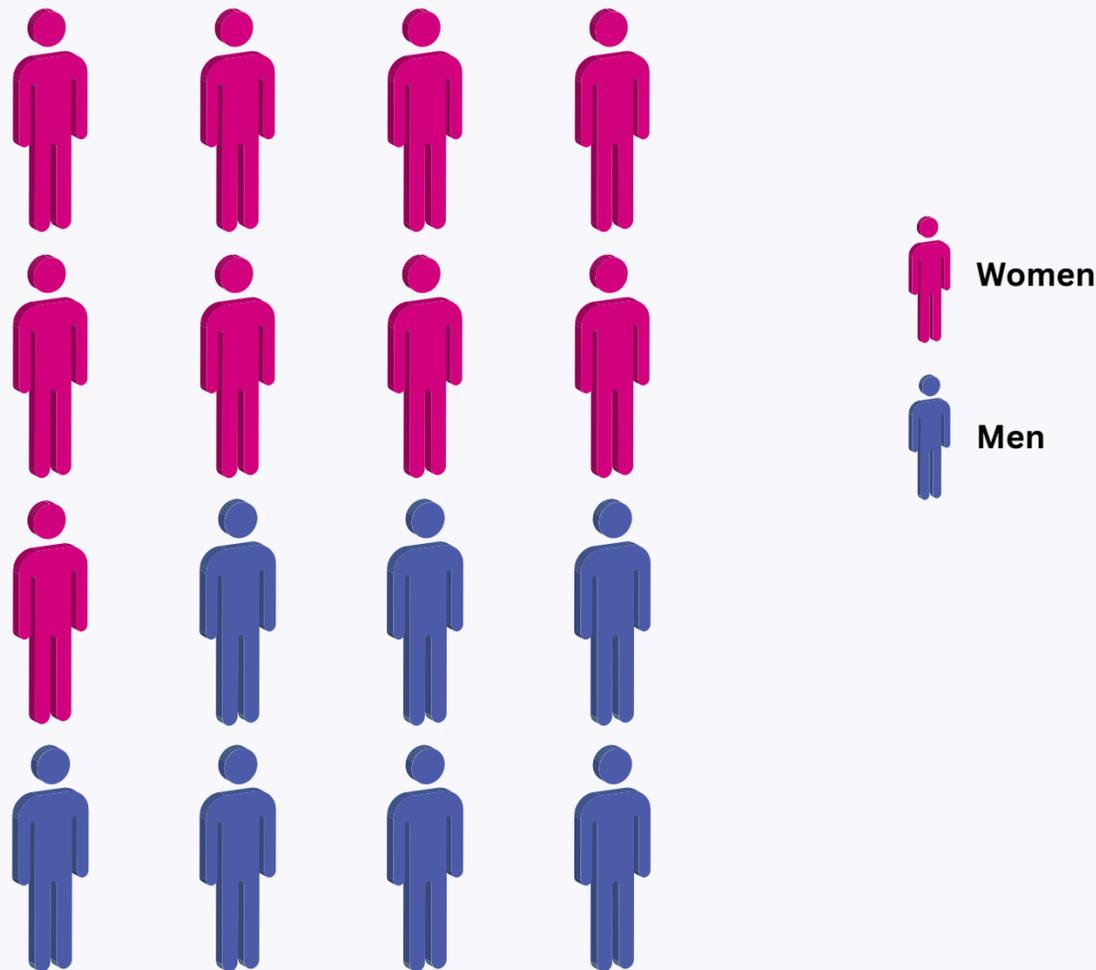
15) Zenetta S. Drew's retirement was announced September 2025; however, her profile as executive director is still listed upon the company's website.

Section IC:

Gender Distribution of Associate/Assistant Artistic Directors

This section provides an overview of the gender distribution of Associate/Assistant Artistic Directors using the most recent available data and reflects current leadership. Data is current as of January 31, 2026.

Gender Distribution of Associate/Assistant Directors Largest 50 U.S. Ballet Companies



In the **Largest 10**, there are 1 female and 2 male Associate/Assistant Artistic Directors
33.3% Female | 66.7% Male

In the **Largest 25**, there are 7 female, 4 male, and 1 gender expansive Associate/Assistant Artistic Director(s)
58.3% Female | 33.3% Male | 8.3% Gender Expansive

In the **Largest 50**, there are 9 female and 7 male Associate/Assistant Artistic Director(s)
56.3% Female | 43.8% Male

In the **Next 50**, there are 6 female and 3 male Associate/Assistant Artistic Directors
66.7% Female | 33.3% Male

In the **Additional 50**, there are 6 female, 2 male, and 2 gender expansive Associate/Assistant Artistic Directors
60% Female | 20% Male | 20% Gender Expansive

Overall, in the **Largest 150** companies, there are 21 female, 12 male, and 2 gender expansive Associate/Assistant Artistic Directors
60% Female | 34.3% Male | 5.7% Gender Expansive

Section IIC: Compensation of Associate/Assistant Artistic Directors

FY 2023 Compensation Data

Based on the available FY 2023 data, DDP was able to source compensation information for **14 associate/assistant artistic directors** within the **Largest 150**. Self-reported compensation¹⁶ was utilized for 7 of the 14 directors. **Among the 14 associate/assistant artistic directors, DDP recorded reportable compensation for 11 associate/assistant artistic directors and non-reportable compensation for 3 associate/assistant artistic directors.** Compensation that was reported as \$0 directly in a company's 990¹⁷ is considered "non-reportable" by DDP and has been excluded from all FY23 averages in section IIC.

The average compensation of the **11 associate/assistant artistic directors** with reportable compensation was \$66,939 (range: \$2,400 - \$189,085) in FY 2023.

- There were 6 women associate/assistant artistic directors recorded with an average compensation of \$55,323 (range: \$2,400 - \$104,538).
- There were 3 men earning an average compensation of \$100,902 (range: \$56,121 - \$189,085).
- There were 0 gender expansive associate/assistant artistic directors identified with reportable compensation in FY23.
- There were 2 unidentified associate/assistant artistic directors with a reported average compensation of \$50,840.¹⁸

Largest 10	Total Number of Directors	Average Compensation
Women	1	\$104,538
Men	1	\$189,085
Gender Expansive	0	N/A

Largest 25	Total Number of Directors	Average Compensation
Women	2	\$81,519
Men	1	\$189,085
Gender Expansive	0	N/A
Unknown Gender	1	\$43,680

Largest 50	Total Number of Directors	Average Compensation
Women	4	\$75,385
Men	3	\$100,902
Gender Expansive	0	N/A
Unknown Gender	2	\$50,840

FY 2024 Compensation Data

Based on the available FY 2024 data, DDP was able to source compensation information for **16 associate/assistant artistic directors** within the **Largest 150**. Self-reported compensation was utilized for 7 of the 16 directors. **Among the 16 associate/assistant artistic directors, DDP recorded reportable compensation for 13 associate/assistant artistic directors and non-reportable compensation for 3 associate/assistant artistic directors.** Compensation that was reported as \$0 directly in a company's 990 is considered "non-reportable" by DDP and has been excluded from all FY24 averages in section IIC.

The average compensation of the **13 associate/assistant artistic directors** with reportable compensation was \$52,293 (range: \$600 - \$113,651) in FY 2024.

- There were 7 women associate/assistant artistic directors recorded with an average compensation of \$51,710 (range: \$600 - \$113,651).
- There were 5 men earning an average compensation of \$51,968 (range: \$10,105 - \$93,208).
- There were 0 gender expansive associate/assistant artistic directors identified with reportable compensation in FY24.
- There was 1 unidentified associate/assistant artistic director with a reported compensation of \$58,000.

Largest 10	Total Number of Directors	Average Compensation
Women	1	\$113,651
Men	1	\$93,208
Gender Expansive	0	N/A

Largest 25	Total Number of Directors	Average Compensation
Women	2	\$86,951
Men	1	\$93,208
Gender Expansive	0	N/A

Largest 50	Total Number of Directors	Average Compensation
Women	4	\$81,305
Men	3	\$69,912
Gender Expansive	0	N/A
Unknown Gender	1	\$58,000

¹⁶ See **Section V: Compensation Operational Definitions, Methodology, and Limitations** for further information on the collection, organization, and calculation of self-reported compensation.

¹⁷ All reports of \$0 in compensation were extracted directly from company Form 990s. Note that \$0 in compensation does not necessarily indicate that the director did not earn a salary, but rather suggests that the company may not have been required to report said compensation as it falls below the IRS's reporting minimum of \$100,000 annually.

¹⁸ With self-reported data, unidentified directors are individuals whom DDP could not determine the name and gender identity as these individuals are not currently listed on company websites. Similarly, if an organization currently has two people in a role, but only sent one compensation to DDP, only one value was entered under the respective leadership title and marked as "unknown gender."

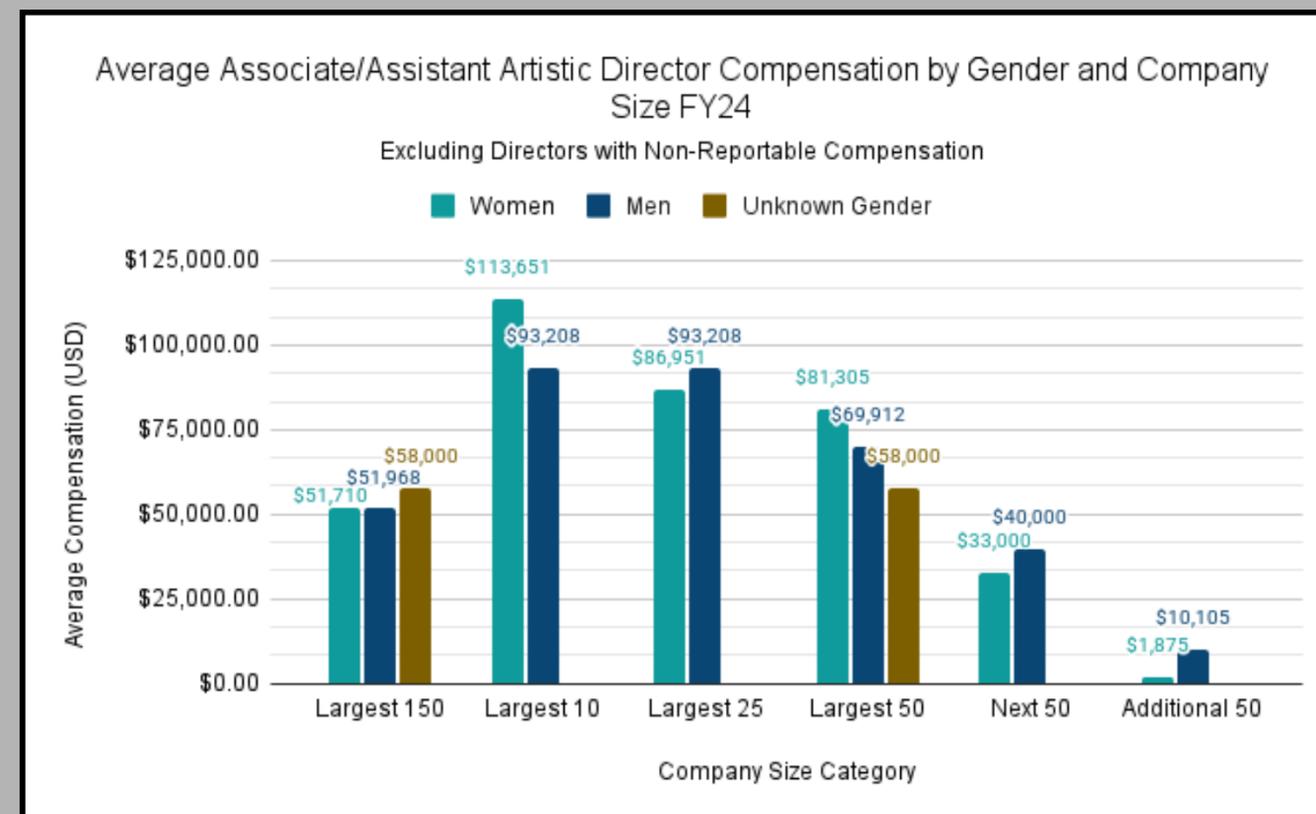
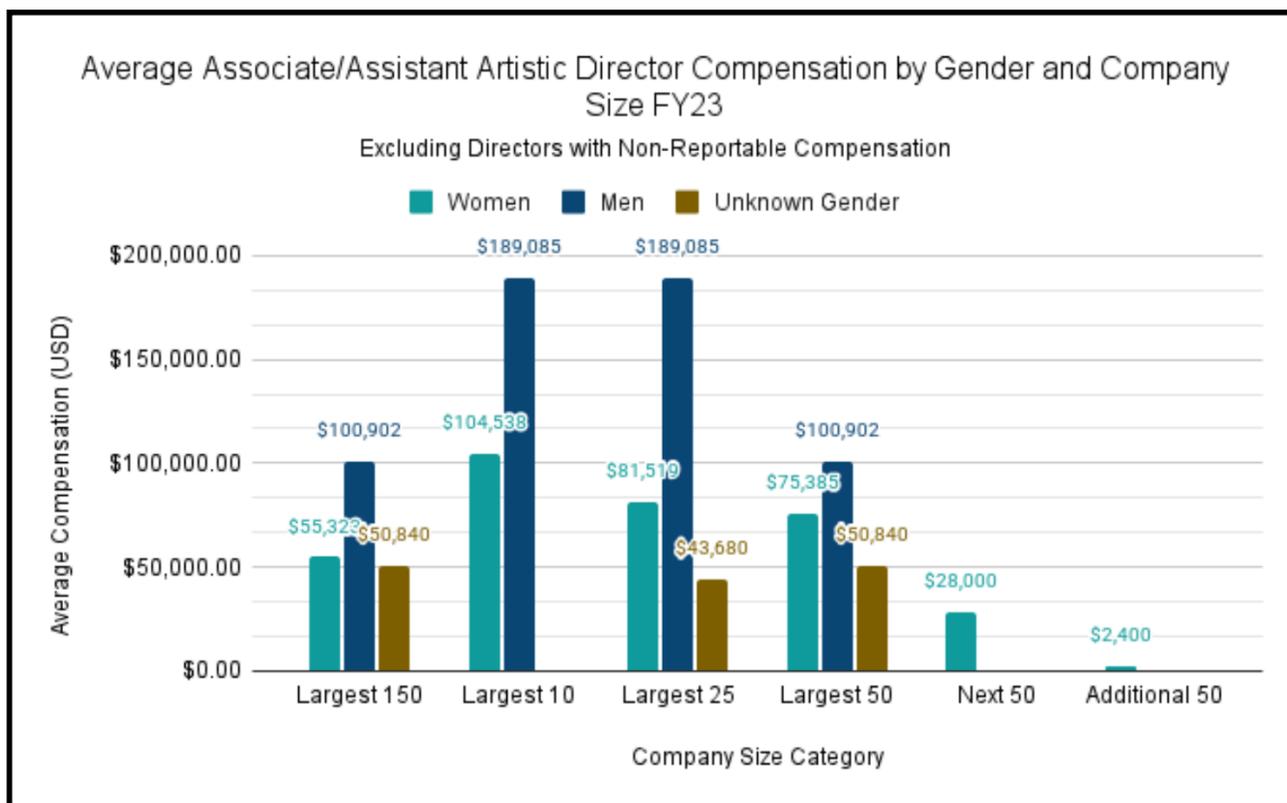
Section IIC: Compensation of Associate Artistic Directors (Cont.)

FY 2023 Compensation Data

Next 50	Total Number of Directors	Average Compensation	Additional 50	Total Number of Directors	Average Compensation
Women	1	\$28,000	Women	1	\$2,400
Men	0	N/A	Men	0	N/A
Gender Expansive	0	N/A	Gender Expansive	0	N/A

FY 2024 Compensation Data

Next 50	Total Number of Directors	Average Compensation	Additional 50	Total Number of Directors	Average Compensation
Women	1	\$33,000	Women	2	\$1,875
Men	1	\$40,000	Men	1	\$10,105
Gender Expansive	0	N/A	Gender Expansive	0	N/A



On average, the **Largest 50** female associate/assistant artistic directors earned **75 cents per dollar earned by men.**¹⁹

On average, the **Largest 50** female associate/assistant artistic directors earned **16 cents more (\$1.16) per dollar earned by men.**

Due to the limited sample of female and male compensation within the **Next 50** and **Additional 50**, DDP could not calculate the ratio of female-to-male earnings within those categories.

On average, the **Next 50** female associate/assistant artistic directors earned **83 cents per dollar earned by men.**

On average, the **Additional 50** female associate/assistant artistic directors earned **19 cents per dollar earned by men.**

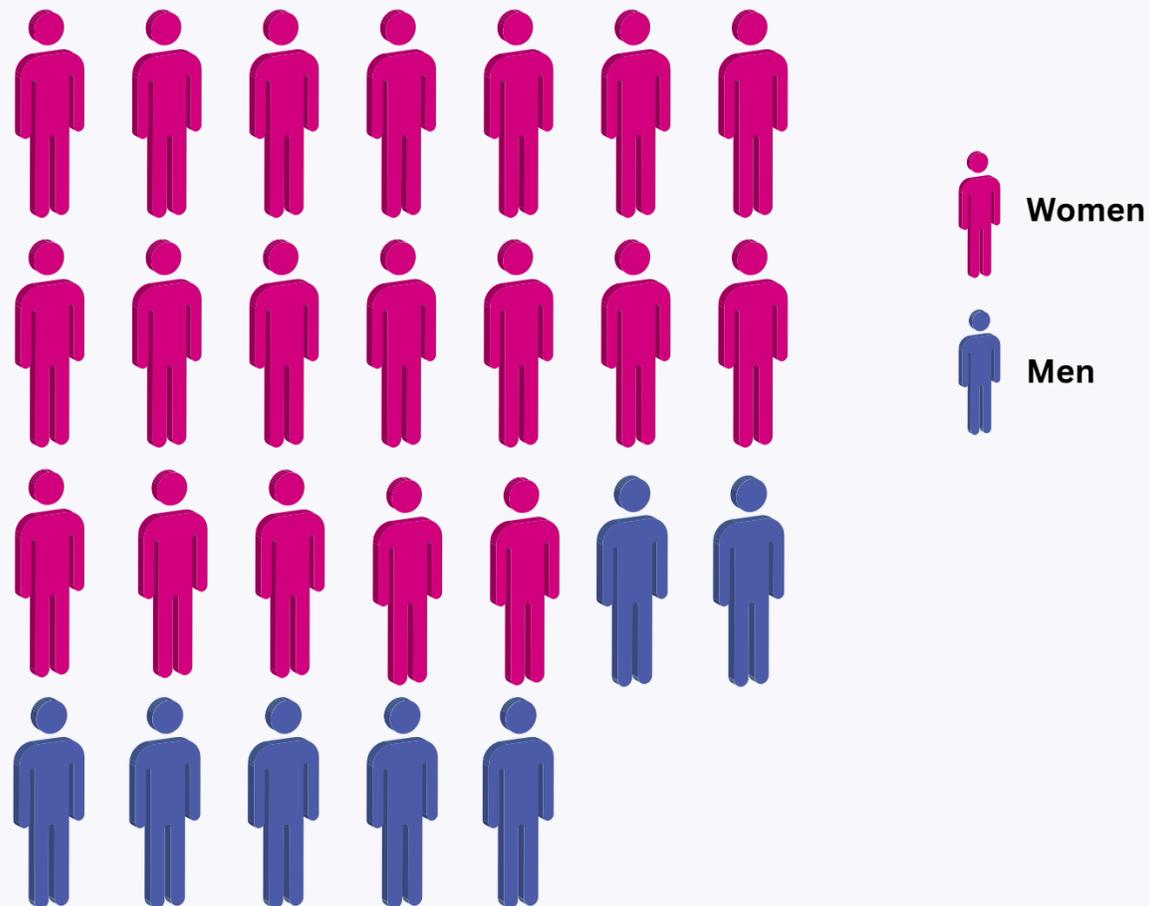
¹⁹ Gender expansive compensation figures are also not used in ratio calculations due to limited sample sizes.

Section ID:

Gender Distribution of Rehearsal Directors

This section provides an overview of the gender distribution of Rehearsal Directors using the most recent available data and reflects current leadership. Data is current as of January 31, 2026.

Gender Distribution of Rehearsal Directors Largest 50 U.S. Ballet Companies



In the **Largest 10**, there are 6 female, 1 male, and 1 gender expansive Rehearsal Director(s)
75% Female | 12.5% Male | 12.5% Gender Expansive

In the **Largest 25**, there are 13 female, 4 male, and 2 gender expansive Rehearsal Directors
68.4% Female | 21.1% Male | 10.5% Gender Expansive

In the **Largest 50**, there are 19 female, 8 male, and 2 gender expansive Rehearsal Directors
65.5% Female | 27.6% Male | 6.9% Gender Expansive

In the **Next 50**, there are 14 female and 5 male Rehearsal Directors
73.7% Female | 26.3% Male

In the **Additional 50**, there are 15 female, 3 male, and 1 gender expansive Rehearsal Director(s)
78.9% Female | 15.8% Male | 5.3% Gender Expansive

Overall, in the **Largest 150** companies, there are 48 female, 16 male, and 3 gender expansive
Rehearsal Directors
71.6% Female | 23.9% Male | 4.5% Gender Expansive

Section IID: Compensation of Rehearsal Directors

FY 2023 Compensation Data

Based on the available FY 2023 data, DDP was able to source compensation information for **11 rehearsal directors** within the **Largest 150**. Self-reported²⁰ compensation was utilized for all 11 rehearsal directors. **DDP recorded reportable compensation for all 11 rehearsal directors.**

The average compensation of the **11 rehearsal directors** with reportable compensation was \$51,389 (range: \$10,000 - \$117,000) in FY 2023.

- There were 4 women rehearsal directors recorded with an average compensation of \$73,591 (range: \$14,500 - \$117,000).
- There was 1 man earning a reported compensation of \$65,000.
- There was 1 gender expansive rehearsal director with a reported compensation of \$60,000.
- There were 5 unidentified rehearsal directors with a reported average compensation of \$29,183.²¹

Largest 10	Total Number of Directors	Average Compensation
Women	2	\$117,000
Men	1	\$65,000
Gender Expansive	1	\$60,000

Largest 25	Total Number of Directors	Average Compensation
Women	3	\$93,288
Men	1	\$65,000
Gender Expansive	1	\$60,000
Unknown Gender	1	\$35,000

Largest 50	Total Number of Directors	Average Compensation
Women	3	\$93,288
Men	1	\$65,000
Gender Expansive	1	\$60,000
Unknown Gender	2	\$41,500

FY 2024 Compensation Data

Based on the available FY 2024 data, DDP was able to source compensation information for **11 rehearsal directors** within the **Largest 150**. Self-reported compensation was utilized for all 11 rehearsal directors. **DDP recorded reportable compensation for all 11 rehearsal directors.**

The average compensation of the **11 rehearsal directors** with reportable compensation was \$54,339 (range: \$15,000 - \$117,000) in FY 2024.

- There were 4 women rehearsal directors recorded with an average compensation of \$72,618 (range: \$15,000 - \$117,000).
- There was 1 man earning a reported compensation of \$66,950.
- There was 1 gender expansive rehearsal director with a reported compensation of \$61,800.
- There were 5 unidentified rehearsal directors with a reported average compensation of \$35,703.

Largest 10	Total Number of Directors	Average Compensation
Women	2	\$114,523
Men	1	\$66,950
Gender Expansive	1	\$61,800

Largest 25	Total Number of Directors	Average Compensation
Women	3	\$91,823
Men	1	\$66,950
Gender Expansive	1	\$61,800
Unknown Gender	2	\$31,760

Largest 50	Total Number of Directors	Average Compensation
Women	3	\$91,823
Men	1	\$66,950
Gender Expansive	1	\$61,800
Unknown Gender	3	\$37,173

²⁰ See **Section V: Compensation Operational Definitions, Methodology, and Limitations** for further information on the collection, organization, and calculation of self-reported compensation.

²¹ With self-reported data, unidentified directors are individuals whom DDP could not determine the name and gender identity as these individuals are not currently listed on company websites. Similarly, if an organization currently has two people in a role, but only sent one compensation to DDP, only one value was entered under the respective leadership title and marked as "unknown gender."

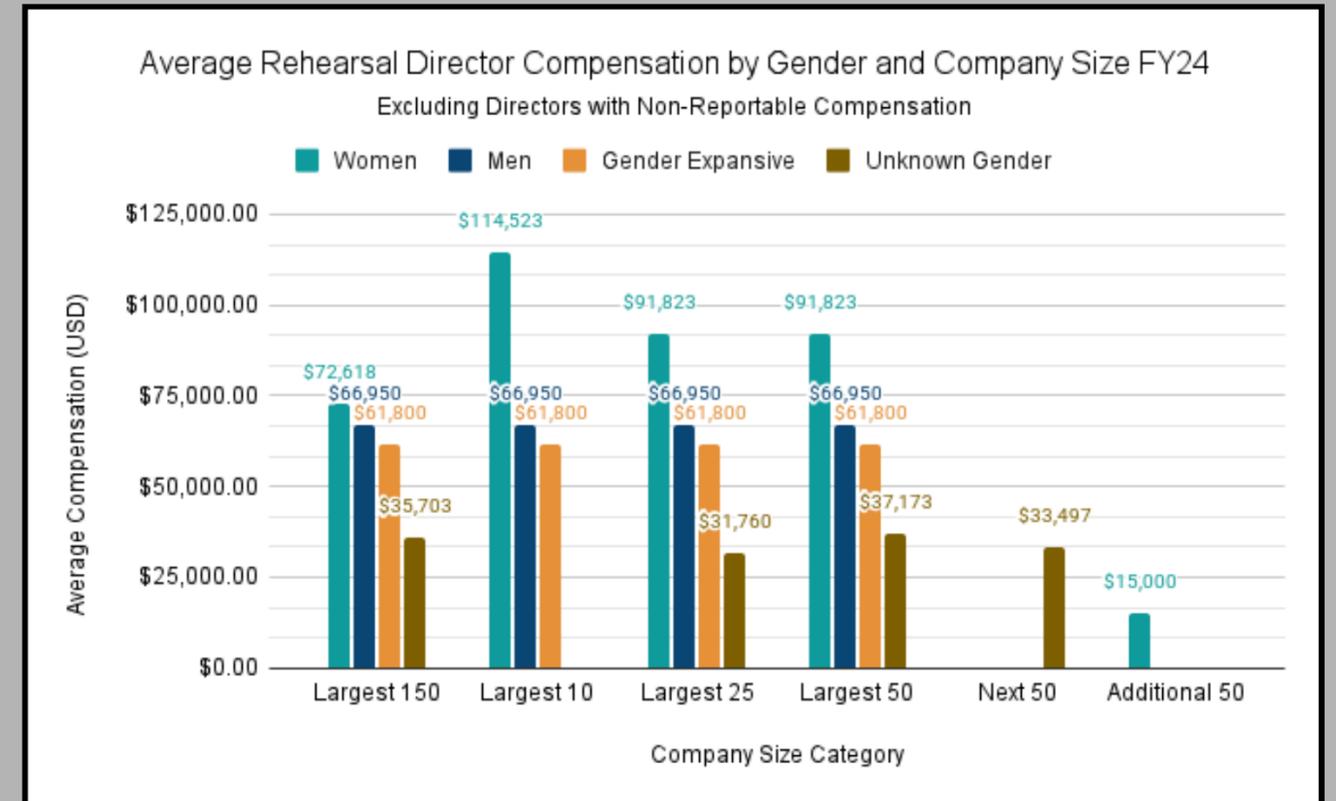
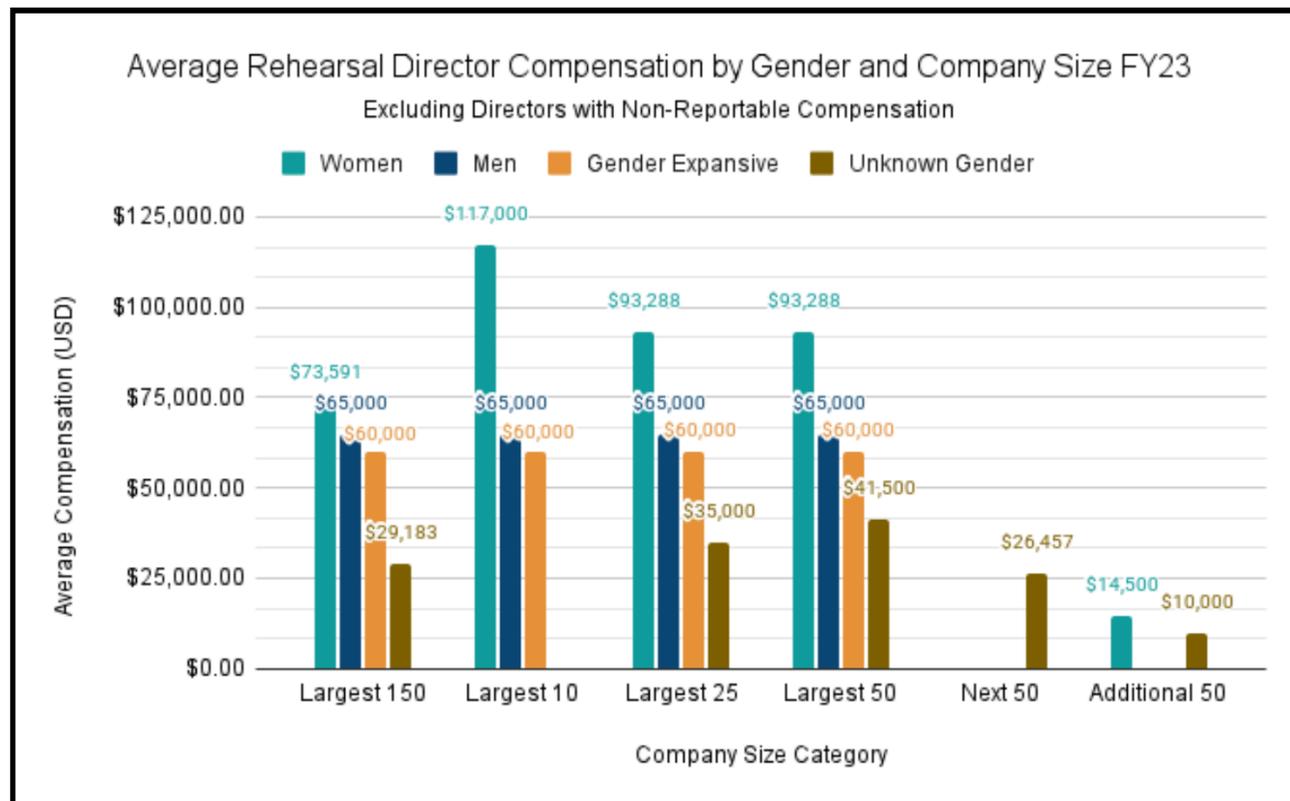
Section IID: Compensation of Rehearsal Directors (Cont.)

FY 2023 Compensation Data

Next 50	Total Number of Directors	Average Compensation	Additional 50	Total Number of Directors	Average Compensation
Women	0	N/A	Women	1	\$14,500
Men	0	N/A	Men	0	N/A
Gender Expansive	0	N/A	Gender Expansive	0	N/A
Unknown Gender	2	\$26,457	Unknown Gender	1	\$10,000

FY 2024 Compensation Data

Next 50	Total Number of Directors	Average Compensation	Additional 50	Total Number of Directors	Average Compensation
Women	0	N/A	Women	1	\$15,000
Men	0	N/A	Men	0	N/A
Gender Expansive	0	N/A	Gender Expansive	0	N/A
Unknown Gender	2	\$33,497	Gender Expansive	0	N/A



On average, the **Largest 50** female rehearsal directors earned **44 cents more (\$1.44) per dollar earned by men.**²²

On average, the **Largest 50** female rehearsal directors earned **37 cents more (\$1.37) per dollar earned by men.**

Due to the limited sample of female and male compensation within the **Next 50** and **Additional 50**, DDP could not calculate the ratio of female-to-male earnings within those categories.

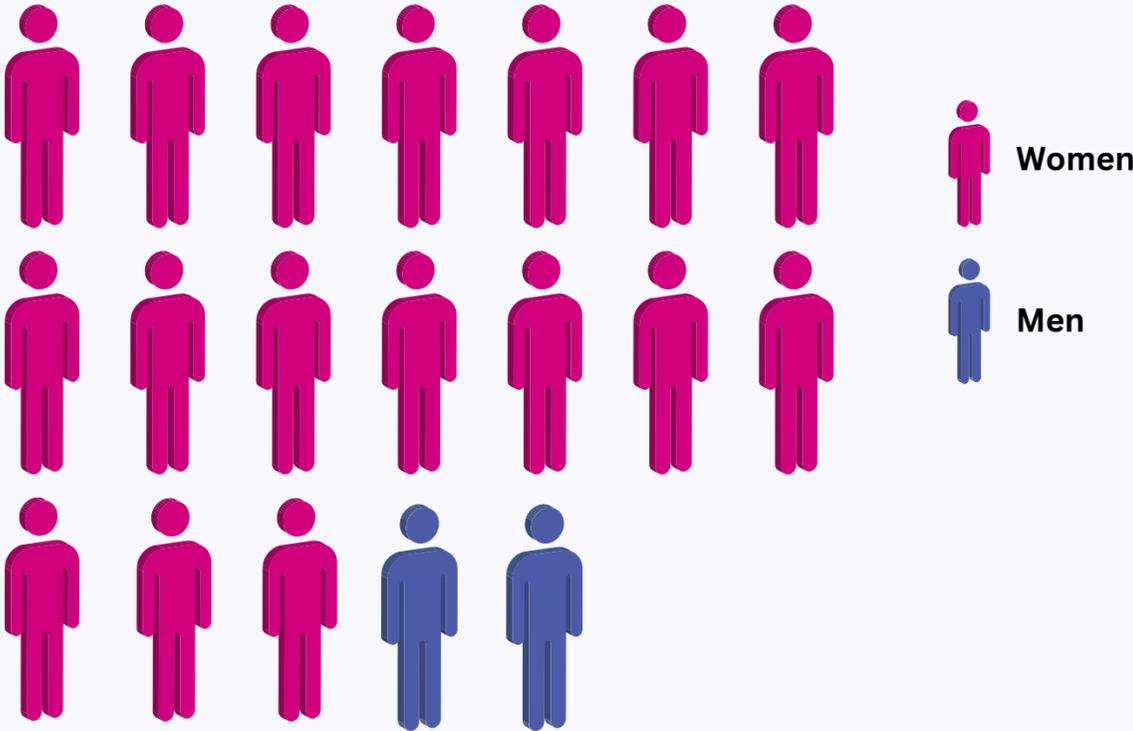
Due to the limited sample of female and male compensation within the **Next 50** and **Additional 50**, DDP could not calculate the ratio of female-to-male earnings within those categories.

²²) Gender expansive compensation figures are also not used in ratio calculations due to limited sample sizes.

Section IE: Gender Distribution of Heads of School

This section provides an overview of the gender distribution of Heads of School²³ using the most recent available data and reflects current leadership. Data is current as of January 31, 2026.

Gender Distribution of Heads of School Largest 50 U.S. Ballet Companies



In the **Largest 10**, there are 5 female and 1 male Head(s) of School
83.3% Female | 16.7% Male

In the **Largest 25**, there are 10 female, 1 male, and 1 gender expansive Head(s) of School
83.3% Female | 8.3% Male | 8.3% Gender Expansive

In the **Largest 50**, there are 17 female, 2 male, and 1 gender expansive Head(s) of School
85% Female | 10% Male | 5% Gender Expansive

In the **Next 50**, there are 6 female and 1 male Head(s) of School
85.7% Female | 14.3% Male

In the **Additional 50**, there are 6 female, 0 male, and 1 gender expansive Head(s) of School
85.7% Female | 0% Male | 14.3% Gender Expansive

Overall, in the **Largest 150** companies, there are 29 female, 3 male, and 2 gender expansive
Heads of School
85.3% Female | 8.8% Male | 5.9% Gender Expansive

²³ Director, Academy Manager, Director of Education, Director of Institute, Conservatory Director, and any other variation of title explicitly including the words "School" and "Director."

Section IIE: Compensation of Heads of School

FY 2023 Compensation Data

Based on the available FY 2023 data, DDP was able to source compensation information for **14 heads of school** within the **Largest 150**. Self-reported compensation²⁴ was utilized for 4 of the 14 heads. **Among the 14 heads of school, DDP recorded reportable compensation for 12 heads of school and non-reportable compensation for 2 heads of school.** Compensation that was reported as \$0 directly in a company’s 990²⁵ is considered “non-reportable” by DDP and has been excluded from all FY23 averages in section IIE.

The average compensation of the **12 heads of school** with reportable compensation was \$64,284 (range: \$27,600 - \$111,214) in FY 2023.

- There were 7 women heads of school recorded with an average compensation of \$65,000 (range: \$27,600- \$111,214).
- There was 1 male head of school with a reported compensation of \$48,700.
- There were 2 gender expansive heads of school with a reported average compensation of \$61,350 (range: \$55,200 - \$67,500).
- There were 2 unidentified heads of school with a reported average compensation of \$72,506.²⁶

Largest 10	Total Number of Directors	Average Compensation
Women	1	\$108,417
Men	0	N/A
Gender Expansive	0	N/A
Unknown Gender	1	\$100,000

Largest 25	Total Number of Directors	Average Compensation
Women	1	\$108,417
Men	0	N/A
Gender Expansive	1	\$67,500
Unknown Gender	2	\$72,506

Largest 50	Total Number of Directors	Average Compensation
Women	2	\$109,816
Men	0	N/A
Gender Expansive	1	\$67,500
Unknown Gender	2	\$72,506

FY 2024 Compensation Data

Based on the available FY 2024 data, DDP was able to source compensation information for **17 heads of school** within the **Largest 150**. Self-reported compensation was utilized for 3 of the 17 heads. **Among the 17 heads of school, DDP recorded reportable compensation for 11 heads of school and non-reportable compensation for 6 heads of school.** Compensation that was reported as \$0 directly in a company’s 990 is considered “non-reportable” by DDP and has been excluded from all FY24 averages in section IIE.

The average compensation of the **11 heads of school** with reportable compensation was \$64,188 (range: \$22,800 - \$124,670) in FY 2024.

- There were 6 women heads of school recorded with an average compensation of \$63,656 (range: \$22,800- \$124,670).
- There was 1 male head of school with a reported compensation of \$48,111.
- There were 2 gender expansive heads of school with a reported average compensation of \$63,050 (range: \$56,100 - \$70,000).
- There were 2 unidentified heads of school with a reported average compensation of \$74,960.

Largest 10	Total Number of Directors	Average Compensation
Women	1	\$124,670
Men	0	N/A
Gender Expansive	0	N/A
Unknown Gender	1	\$100,000

Largest 25	Total Number of Directors	Average Compensation
Women	2	\$113,886
Men	0	N/A
Gender Expansive	1	\$70,000
Unknown Gender	2	\$74,960

Largest 50	Total Number of Directors	Average Compensation
Women	3	\$96,757
Men	0	N/A
Gender Expansive	1	\$70,000
Unknown Gender	2	\$74,960

²⁴ See **Section V: Compensation Operational Definitions, Methodology, and Limitations** for further information on the collection, organization, and calculation of self-reported compensation.

²⁵ All reports of \$0 in compensation were extracted directly from company Form 990s. Note that \$0 in compensation does not necessarily indicate that the director did not earn a salary, but rather suggests that the company may not have been required to report said compensation as it falls below the IRS’s reporting minimum of \$100,000 annually.

²⁶ With self-reported data, unidentified directors are individuals whom DDP could not determine the name and gender identity as these individuals are not currently listed on company websites. Similarly, if an organization currently has two people in a role, but only sent one compensation to DDP, only one value was entered under the respective leadership title and marked as “unknown gender.”

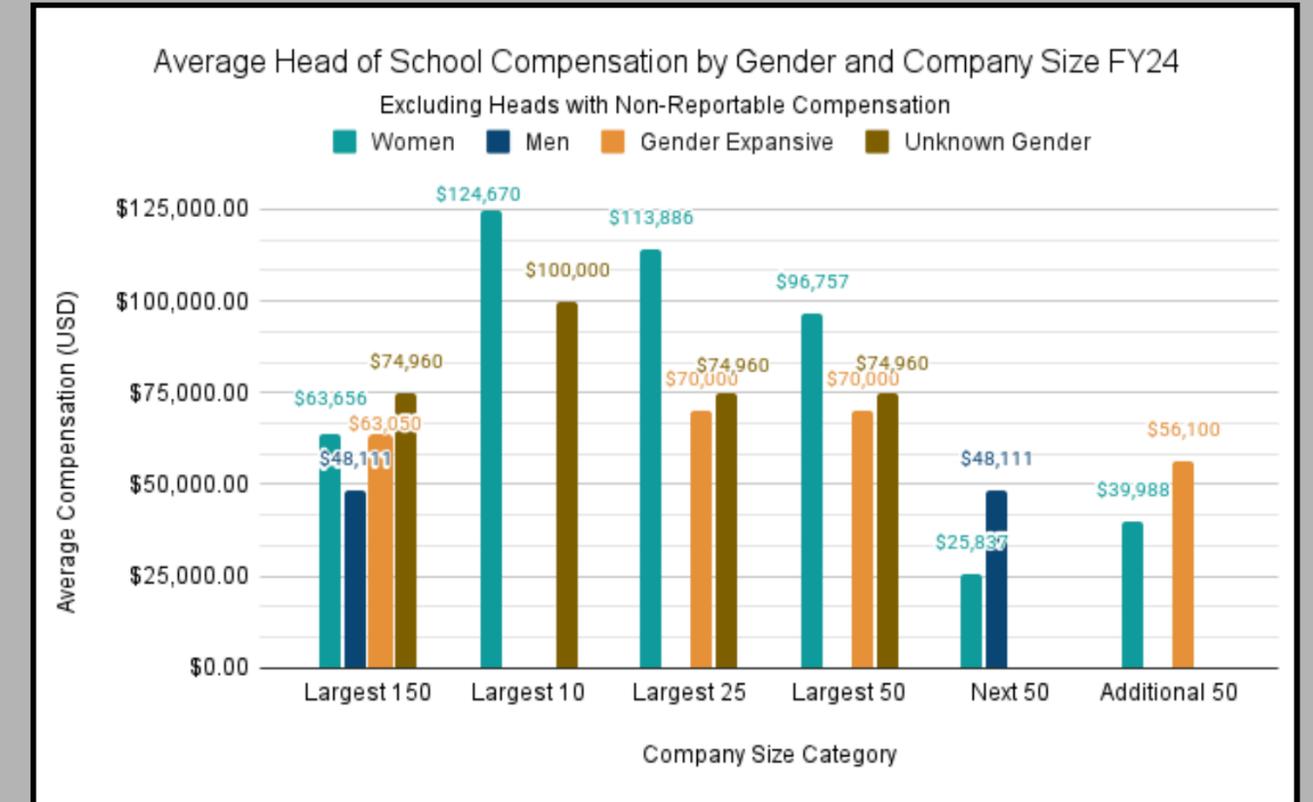
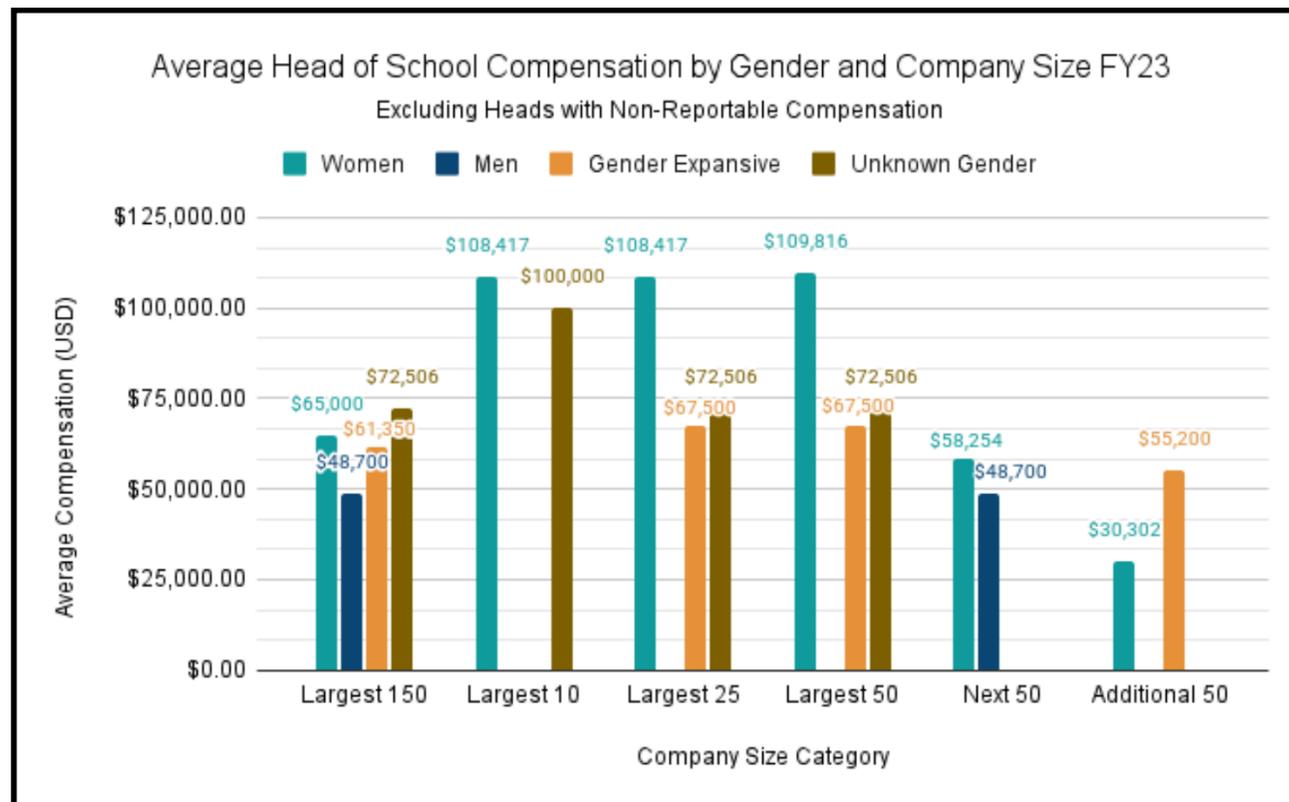
Section IIE: Compensation of Heads of School (Cont.)

FY 2023 Compensation Data

Next 50	Total Number of Directors	Average Compensation	Additional 50	Total Number of Directors	Average Compensation
Women	3	\$58,254	Women	2	\$30,302
Men	1	\$48,700	Men	0	N/A
Gender Expansive	0	N/A	Gender Expansive	1	\$55,200

FY 2024 Compensation Data

Next 50	Total Number of Directors	Average Compensation	Additional 50	Total Number of Directors	Average Compensation
Women	2	\$25,837	Women	1	\$39,988
Men	1	\$48,111	Men	0	N/A
Gender Expansive	0	N/A	Gender Expansive	1	\$56,100



On average, the **Next 50** female heads of school earned **20 cents more (\$1.20) per dollar earned by men.**²⁷

On average, the **Next 50** female heads of school earned **54 cents per dollar earned by men.**

Due to the limited sample of female and male compensation within the **Largest 50** and **Additional 50**, DDP could not calculate the ratio of female-to-male earnings within those categories.

Due to the limited sample of female and male compensation within the **Largest 50** and **Additional 50**, DDP could not calculate the ratio of female-to-male earnings within those categories.

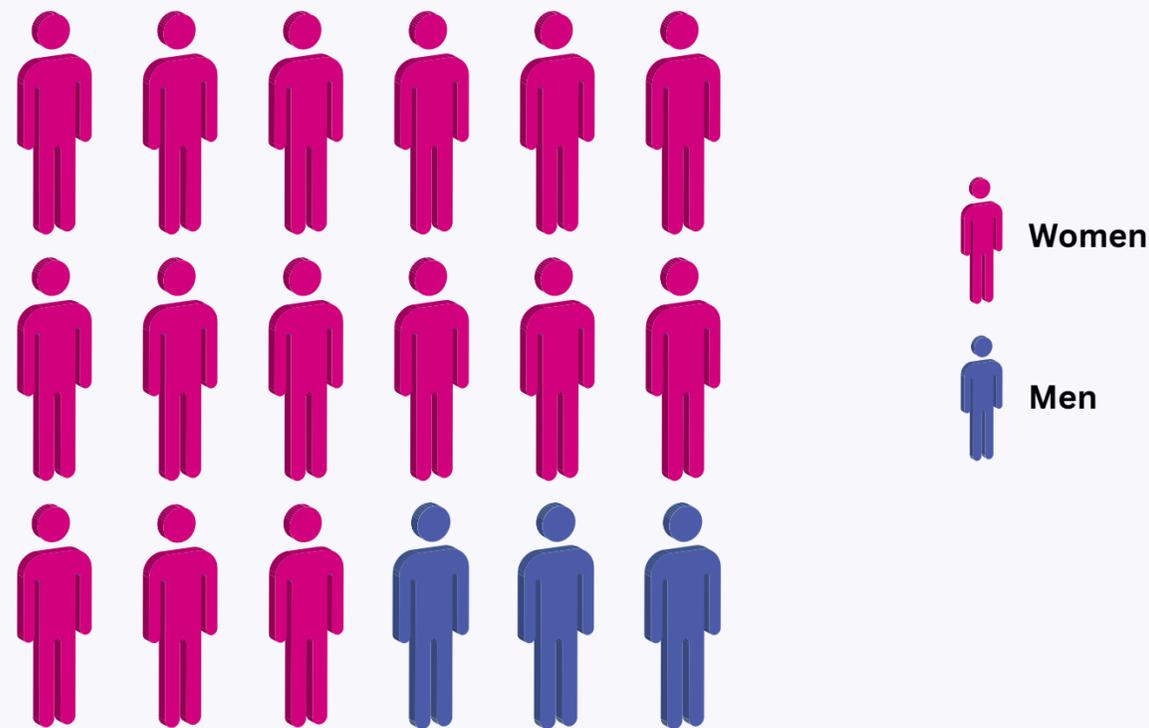
²⁷ Gender expansive compensation figures are also not used in ratio calculations due to limited sample sizes.

Section IF:

Gender Distribution of Heads of Education Program

This section provides an overview of the gender distribution of Heads of Education Program²⁸ using the most recent available data and reflects current leadership. This is an expansion of the “Heads of School” examination to encapsulate the larger demographic of arts education leaders within the contemporary and modern dance sphere, particularly in companies where “official schools” are not established. Arts education programs enrich surrounding communities by providing unique learning opportunities through quality classes, residency programs, workshops, and performances. Data is current as of January 31, 2026.

Gender Distribution of Heads of Education Program Largest 50 U.S. Ballet Companies



In the **Largest 10**, there are 3 female and 0 male Heads of Education Program
100% Female | 0% Male

In the **Largest 25**, there are 7 female and 1 male Head(s) of Education Program
87.5% Female | 12.5% Male

In the **Largest 50**, there are 15 female and 3 male Head of Education Program
83.33% Female | 16.67% Male

In the **Next 50**, there are 10 female and 1 male Head(s) of Education Program
90.9% Female | 9.1% Male

In the **Additional 50**, there are 3 female, 0 male, and 1 gender expansive Head(s) of Education Program
75% Female | 0% Male | 25% Gender Expansive

Overall, in the **Largest 150** companies, there are 28 female, 4 male, and 1 gender expansive Head(s) of Education Program
84.8% Female | 12.1% Male | 3% Gender Expansive

28) This category of leadership captures a wide range of titles including Director of Education and Community Programs, Director of Education, Education Director, Education + Outreach Coordinator/Manager, Outreach Lead, Education Lead, Arts in Education Manager, and other variations of title that designate an overseer of educational initiatives at a company.

Section IIF: Compensation of Heads of Education Program

FY 2023 Compensation Data

Based on the available FY 2023 data, DDP was able to source compensation information for **7 heads of education program** within the **Largest 150**. Self-reported compensation²⁹ was utilized for 3 of the 7 heads. **Among the 7 heads of education program, DDP recorded reportable compensation for 6 heads of education program and non-reportable compensation for 1 head of education program.** Compensation that was reported as \$0 directly in a company’s 990³⁰ is considered “non-reportable” by DDP and has been excluded from all FY23 averages in section IIF.

The average compensation of the **6 heads of education program** with reportable compensation was \$63,777 (range: \$28,803-\$113,265) in FY 2023.

- There were 4 women heads of education program recorded with an average compensation of \$72,416 (range: \$28,803-\$113,265).
- There were 0 male heads of education program with reportable compensation.
- There were 0 gender expansive heads of education program with reportable compensation.
- There were 2 unidentified heads of education program with a reported average compensation of \$46,500.³¹

Largest 10	Total Number of Directors	Average Compensation
Women	1	\$113,265
Men	0	N/A
Gender Expansive	0	N/A

Largest 25	Total Number of Directors	Average Compensation
Women	2	\$101,680
Men	0	N/A
Gender Expansive	0	N/A
Unknown Gender	1	\$48,000

Largest 50	Total Number of Directors	Average Compensation
Women	3	\$86,953
Men	0	N/A
Gender Expansive	0	N/A
Unknown Gender	2	\$46,500

FY 2024 Compensation Data

Based on the available FY 2024 data, DDP was able to source compensation information for **6 heads of education program** within the **Largest 150**. Self-reported compensation was utilized for 3 of the 6 heads. **Among the 6 heads of education program, DDP recorded reportable compensation for 5 heads of education program and non-reportable compensation for 1 head of education program.** Compensation that was reported as \$0 directly in a company’s 990 is considered “non-reportable” by DDP and has been excluded from all FY24 averages in section IIF.

The average compensation of the **5 heads of education program** with reportable compensation was \$57,103 (range: \$33,491 - \$96,705) in FY 2024.

- There were 3 women heads of education program recorded with an average compensation of \$63,505 (range: \$33,491-\$96,705).
- There were 0 male heads of education program with reportable compensation.
- There were 0 gender expansive heads of education program with reportable compensation.
- There were 2 unidentified heads of education program with a reported average compensation of \$47,500.

Largest 10	Total Number of Directors	Average Compensation
Women	0	N/A
Men	0	N/A
Gender Expansive	0	N/A

Largest 25	Total Number of Directors	Average Compensation
Women	1	\$96,705
Men	0	N/A
Gender Expansive	0	N/A
Unknown Gender	1	\$48,000

Largest 50	Total Number of Directors	Average Compensation
Women	2	\$78,513
Men	0	N/A
Gender Expansive	0	N/A
Unknown Gender	2	\$47,500

²⁹ See **Section V: Compensation Operational Definitions, Methodology, and Limitations** for further information on the collection, organization, and calculation of self-reported compensation.

³⁰ All reports of \$0 in compensation were extracted directly from company Form 990s. Note that \$0 in compensation does not necessarily indicate that the director did not earn a salary, but rather suggests that the company may not have been required to report said compensation as it falls below the IRS’s reporting minimum of \$100,000 annually.

³¹ With self-reported data, unidentified directors are individuals whom DDP could not determine the name and gender identity as these individuals are not currently listed on company websites. Similarly, if an organization currently has two people in a role, but only sent one compensation to DDP, only one value was entered under the respective leadership title and marked as “unknown gender.”

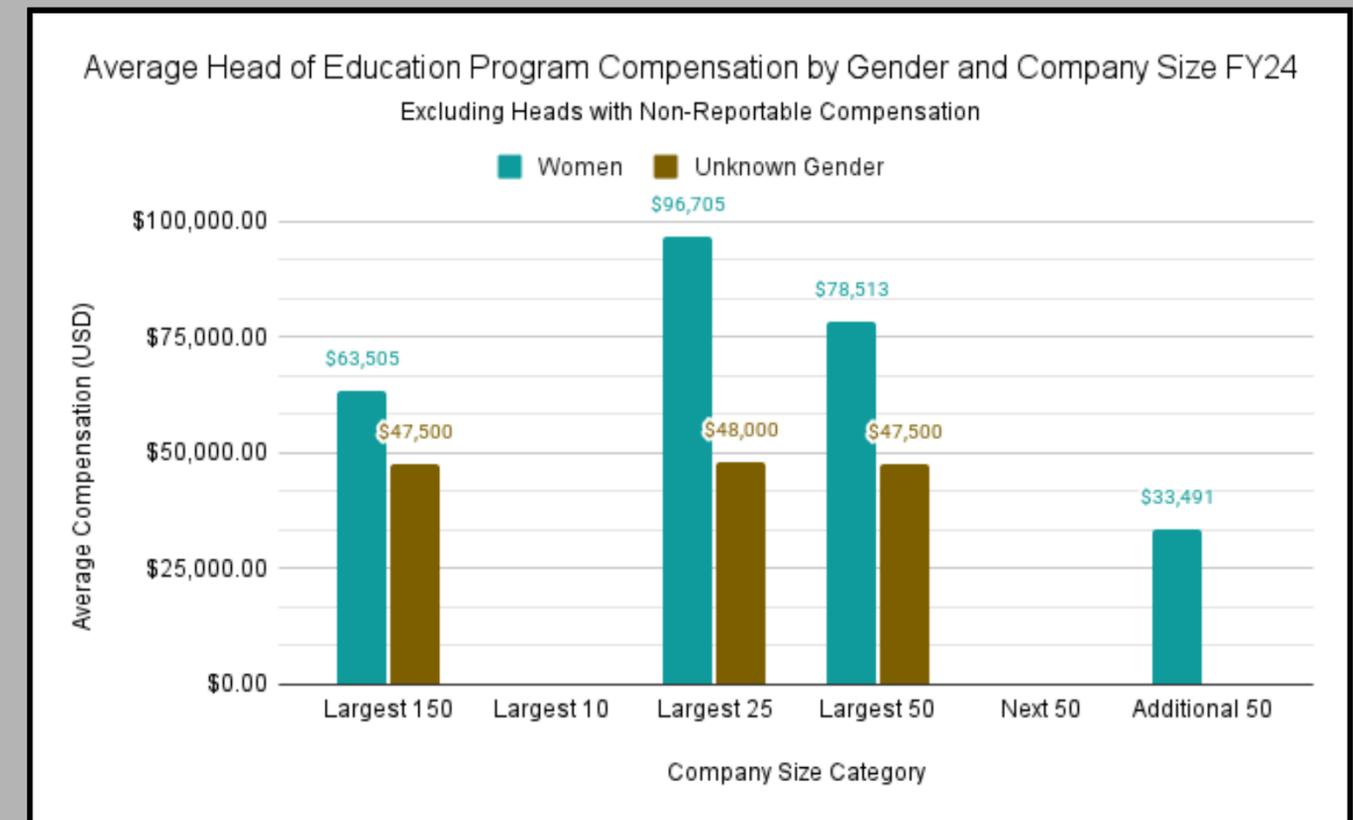
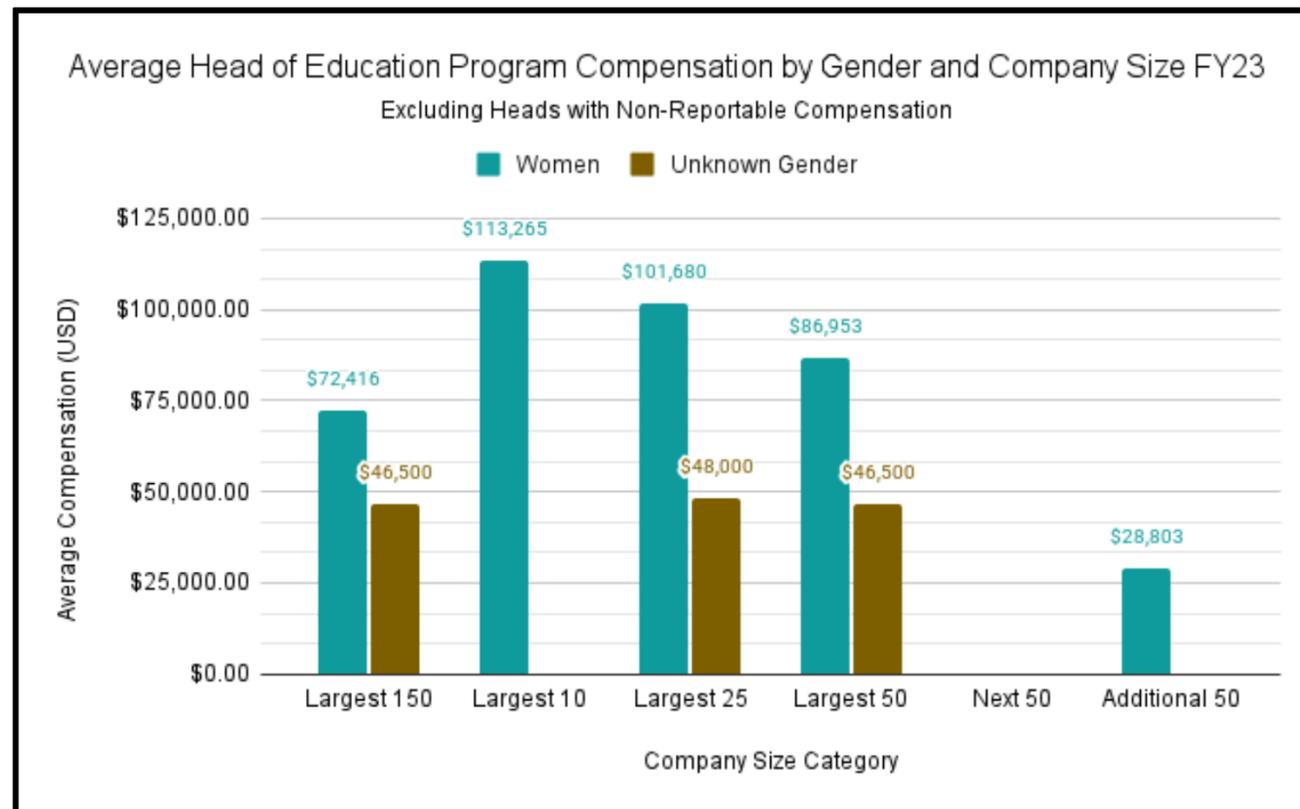
Section IIF: Compensation of Heads of Education Program (Cont.)

FY 2023 Compensation Data

Next 50	Total Number of Directors	Average Compensation	Additional 50	Total Number of Directors	Average Compensation
Women	0	N/A	Women	1	\$28,803
Men	0	N/A	Men	0	N/A
Gender Expansive	0	N/A	Gender Expansive	0	N/A

FY 2024 Compensation Data

Next 50	Total Number of Directors	Average Compensation	Additional 50	Total Number of Directors	Average Compensation
Women	0	N/A	Women	1	\$33,491
Men	0	N/A	Men	0	N/A
Gender Expansive	0	N/A	Gender Expansive	0	N/A



Due to the limited sample of female and male compensation, DDP could not calculate the ratio of female-to-male earnings for the **Largest, Next, or Additional 50** heads of education program.³²

Due to the limited sample of female and male compensation, DDP could not calculate the ratio of female-to-male earnings for the **Largest, Next, or Additional 50** heads of education program.

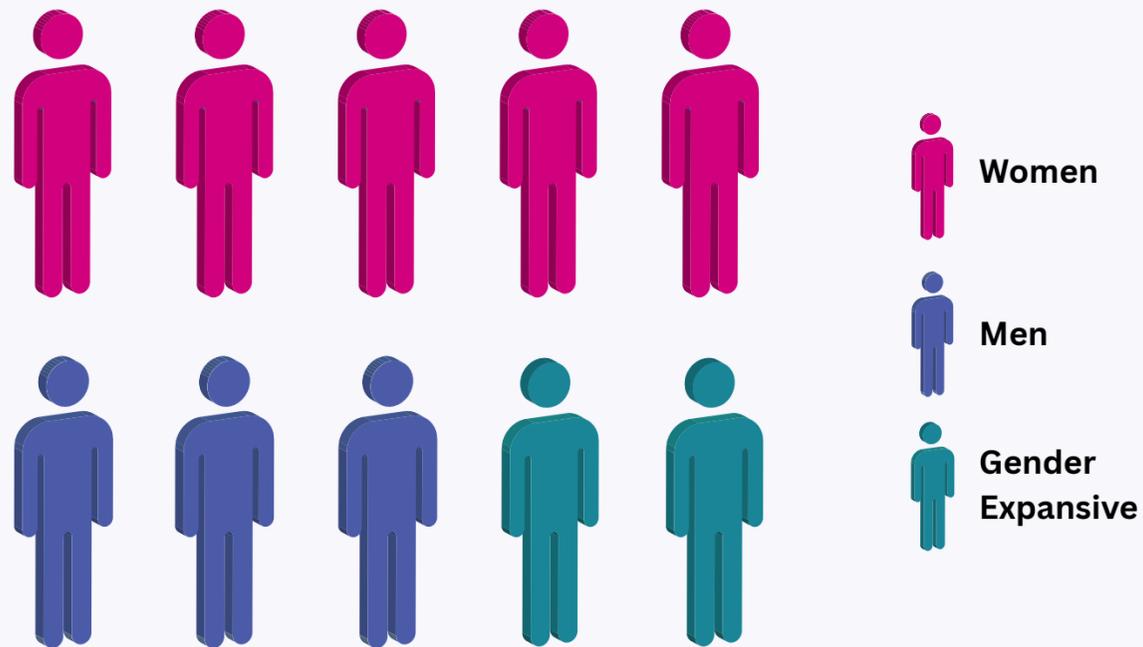
32) Gender expansive compensation figures are also not used in ratio calculations due to limited sample sizes.

Section IG:

Gender Distribution of Heads of Second/Trainee/Studio Company

This section provides an overview of the gender distribution of Heads of Second/Trainee/Studio Companies³³ using the most recent available data and reflects current leadership. Data is current as of January 31, 2026.

Gender Distribution of Heads of Second/Trainee/Studio Company Largest 50 U.S. Ballet Companies



In the **Largest 10**, there are 2 female and 0 male Heads of Second Company
100% Female | 0% Male

In the **Largest 25**, there are 4 female, 3 male, and 2 gender expansive Heads of Second Company
44.4% Female | 33.3% Male | 22.2% Gender Expansive

In the **Largest 50**, there are 5 female, 3 male, and 2 gender expansive Heads of Second Company
50% Female | 30% Male | 20% Gender Expansive

In the **Next 50**, there are 5 female and 2 male Heads of Second Company
71.4% Female | 28.6% Male

In the **Additional 50**, there are no female, male, or gender expansive Head(s) of Second Company
0% Female | 0% Male | 0% Gender Expansive

Overall, in the **Largest 150** companies, there are 10 female, 5 male, and 2 gender expansive
Heads of Second Company
58.8% Female | 29.4% Male | 11.8% Gender Expansive

³³) For the purposes of this research, youth ensembles are not categorized as second companies as youth ensembles are primarily educational in nature, with participants generally enrolled as students rather than contracted artists. Second companies, as defined in this report, are professional or pre-professional entities explicitly structured to serve as artistic extensions of the main company. For further information on youth ensembles and their role in the professional ecosystem, see **Section IV: Leadership Operational Definitions, Methodology, and Limitations**.

Section II G: Compensation of Heads of Second/Trainee/Studio Company

FY 2023 Compensation Data

Based on the available FY 2023 data, DDP was able to source compensation information for **3 heads of second company** within the **Largest 150**. Self-reported compensation³⁴ was utilized for 2 of the 3 heads. **DDP recorded reportable compensation for all 3 heads of second company.**

The average compensation of the **3 heads of second company** was \$52,959 (range: \$25,303 - \$67,500) in FY 2023.

- There was 1 woman head of second company recorded with a compensation of \$25,303.
- There was 1 male head of second company recorded with a compensation of \$66,075.
- There was 1 gender expansive head of second company recorded with a compensation of \$67,500.

Largest 10	Total Number of Directors	Average Compensation
Women	0	N/A
Men	0	N/A
Gender Expansive	0	N/A

Largest 25	Total Number of Directors	Average Compensation
Women	0	N/A
Men	0	N/A
Gender Expansive	1	\$67,500

Largest 50	Total Number of Directors	Average Compensation
Women	0	N/A
Men	0	N/A
Gender Expansive	1	\$67,500

FY 2024 Compensation Data

Based on the available FY 2024 data, DDP was able to source compensation information for **3 heads of second company** within the **Largest 150**. Self-reported compensation was utilized for 2 of the 3 heads. **DDP recorded reportable compensation for all 3 heads of second company.**

The average compensation of the **3 heads of second company** was \$62,816 (range: \$58,073 - \$70,000) in FY 2024.

- There was 1 woman head of second company recorded with a compensation of \$58,073.
- There was 1 male head of second company recorded with a compensation of \$60,375.
- There was 1 gender expansive head of second company recorded with a compensation of \$70,000.

Largest 10	Total Number of Directors	Average Compensation
Women	0	N/A
Men	0	N/A
Gender Expansive	0	N/A

Largest 25	Total Number of Directors	Average Compensation
Women	0	N/A
Men	0	N/A
Gender Expansive	1	\$70,000

Largest 50	Total Number of Directors	Average Compensation
Women	0	N/A
Men	0	N/A
Gender Expansive	1	\$70,000

³⁴ See **Section V: Compensation Operational Definitions, Methodology, and Limitations** for further information on the collection, organization, and calculation of self-reported compensation.

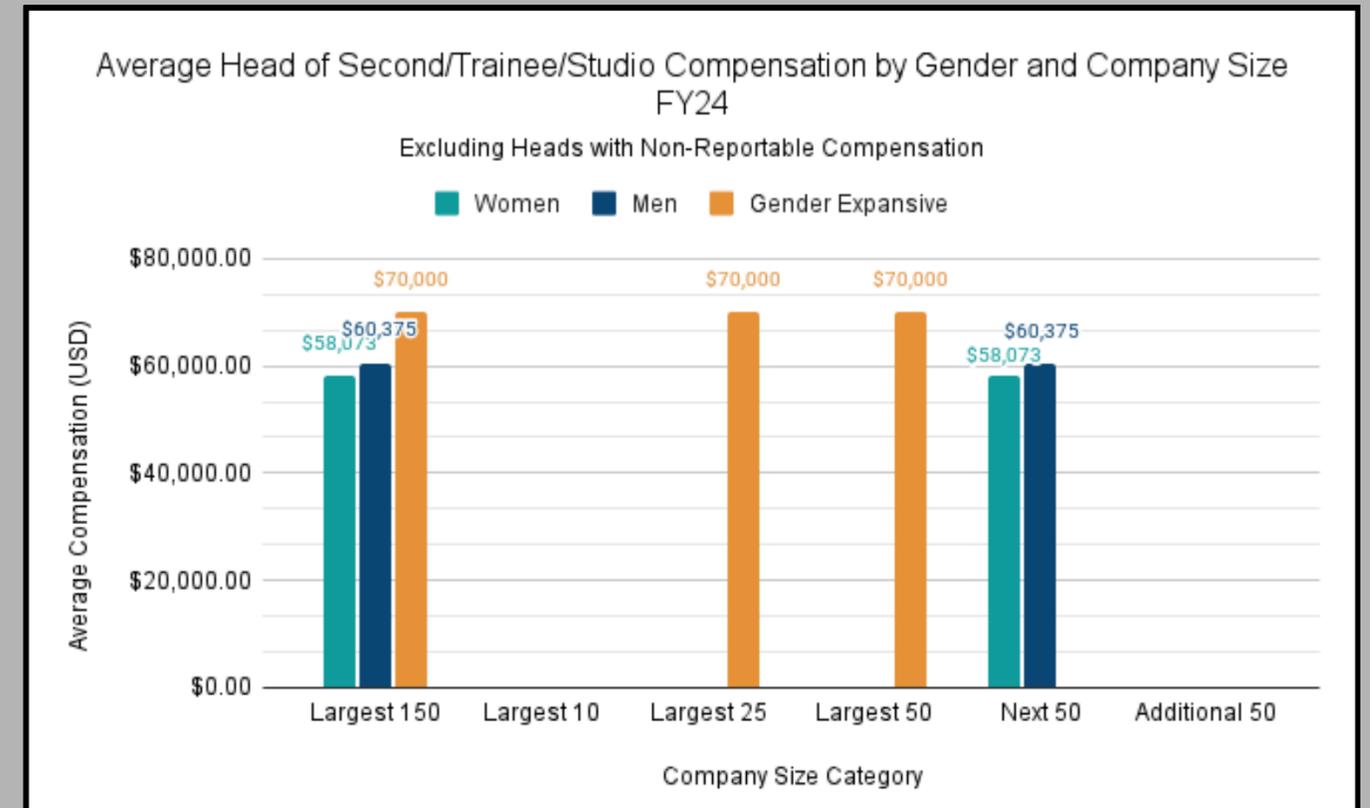
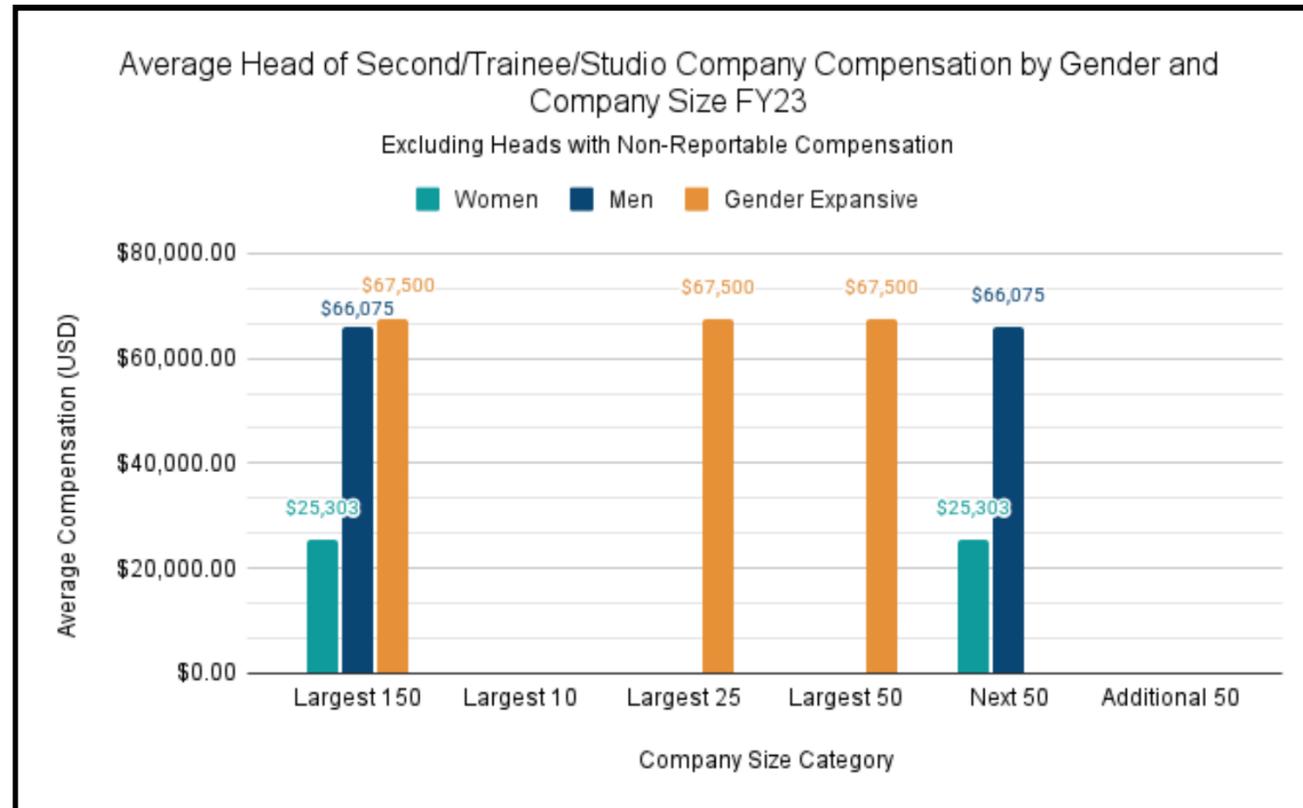
Section II G: Compensation of Heads of Second/Trainee/Studio Company (Cont.)

FY 2023 Compensation Data

Next 50	Total Number of Directors	Average Compensation	Additional 50	Total Number of Directors	Average Compensation
Women	1	\$25,303	Women	0	N/A
Men	1	\$66,075	Men	0	N/A
Gender Expansive	0	N/A	Gender Expansive	0	N/A

FY 2024 Compensation Data

Next 50	Total Number of Directors	Average Compensation	Additional 50	Total Number of Directors	Average Compensation
Women	1	\$58,073	Women	0	N/A
Men	1	\$60,375	Men	0	N/A
Gender Expansive	0	N/A	Gender Expansive	0	N/A



Due to the limited sample of female and male compensation, DDP has not calculated the ratio of female-to-male earnings for the **Next 50** and could not calculate ratios for the **Largest** and **Additional 50** heads of second company.³⁵

Due to the limited sample of female and male compensation, DDP has not calculated the ratio of female-to-male earnings for the **Next 50** and could not calculate ratios for the **Largest** and **Additional 50** heads of second company.

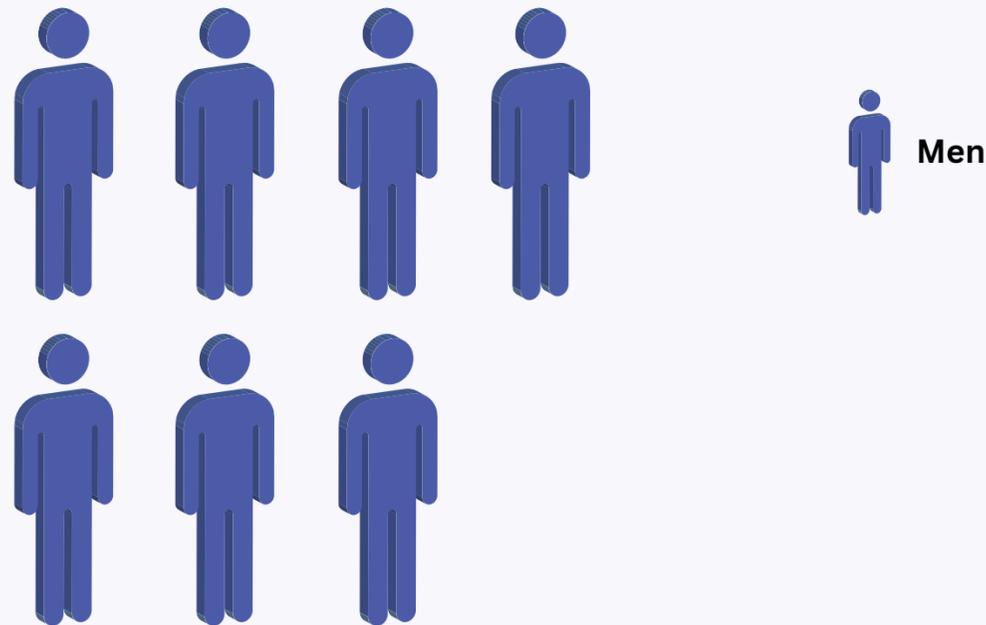
35) Gender expansive compensation figures are also not used in ratio calculations due to limited sample sizes.

Section IH:

Gender Distribution of Music Directors/Principal Conductors

This section provides an overview of the gender distribution of Music Directors/Principal Conductors using the most recent available data and reflects current leadership. Data is current as of January 31, 2026.

Gender Distribution of Music Directors/Principal Conductors Largest 50 U.S. Ballet Companies



In the **Largest 10**, there are 0 female and 2 male Music Directors/Principal Conductors
0% Female | 100% Male

In the **Largest 25**, there are 0 female and 3 male Music Directors/Principal Conductors
0% Female | 100% Male

In the **Largest 50**, there are 0 female and 7 male Music Directors/Principal Conductors
0% Female | 100% Male

In the **Next 50**, there are 1 female and 3 male Music Directors/Principal Conductors
25% Female | 75% Male

In the **Additional 50**, there are 1 female and 5 male Music Directors/Principal Conductors
16.7% Female | 83.3% Male

Overall, in the **Largest 150** companies, there are 2 female and 15 male
Music Directors/Principal Conductors
11.8% Female | 88.2% Male

Section IIH: Compensation of Music Directors/Principal Conductors

FY 2023 Compensation Data

Based on the available FY 2023 data, DDP was able to source compensation information for **2 music directors/principal conductors** within the **Largest 150**. There was no self-reported compensation included in this section. **DDP recorded reportable compensation for both music directors/principal conductors.**

The average compensation of the **2 music directors/principal conductors** was \$5,365 (range: \$1,000 - \$9,729) in FY 2023.

- There was 1 woman music director/principal conductor recorded with a compensation of \$1,000
- There was 1 male music director/principal conductor recorded with a compensation of \$9,729.
- There were 0 gender expansive music directors/principal conductors.

Largest 10	Total Number of Directors	Average Compensation
Women	0	N/A
Men	0	N/A
Gender Expansive	0	N/A

Largest 25	Total Number of Directors	Average Compensation
Women	0	N/A
Men	0	N/A
Gender Expansive	0	N/A

Largest 50	Total Number of Directors	Average Compensation
Women	0	N/A
Men	0	N/A
Gender Expansive	0	N/A

FY 2024 Compensation Data

Based on the available FY 2024 data, DDP was able to source compensation information for **2 music directors/principal conductors** within the **Largest 150**. There was no self-reported compensation included in this section. **DDP recorded reportable compensation for only 1 music director/principal conductor.**

The compensation of the 1 music director/principal conductor recorded was \$14,551 in FY 2024.

- There were 0 woman music directors/principal conductors with reportable compensation in FY24.
- There was 1 male music director/principal conductor recorded with a compensation of \$14,551.
- There were 0 gender expansive music directors/principal conductors.

Largest 10	Total Number of Directors	Average Compensation
Women	0	N/A
Men	0	N/A
Gender Expansive	0	N/A

Largest 25	Total Number of Directors	Average Compensation
Women	0	N/A
Men	0	N/A
Gender Expansive	0	N/A

Largest 50	Total Number of Directors	Average Compensation
Women	0	N/A
Men	0	N/A
Gender Expansive	0	N/A

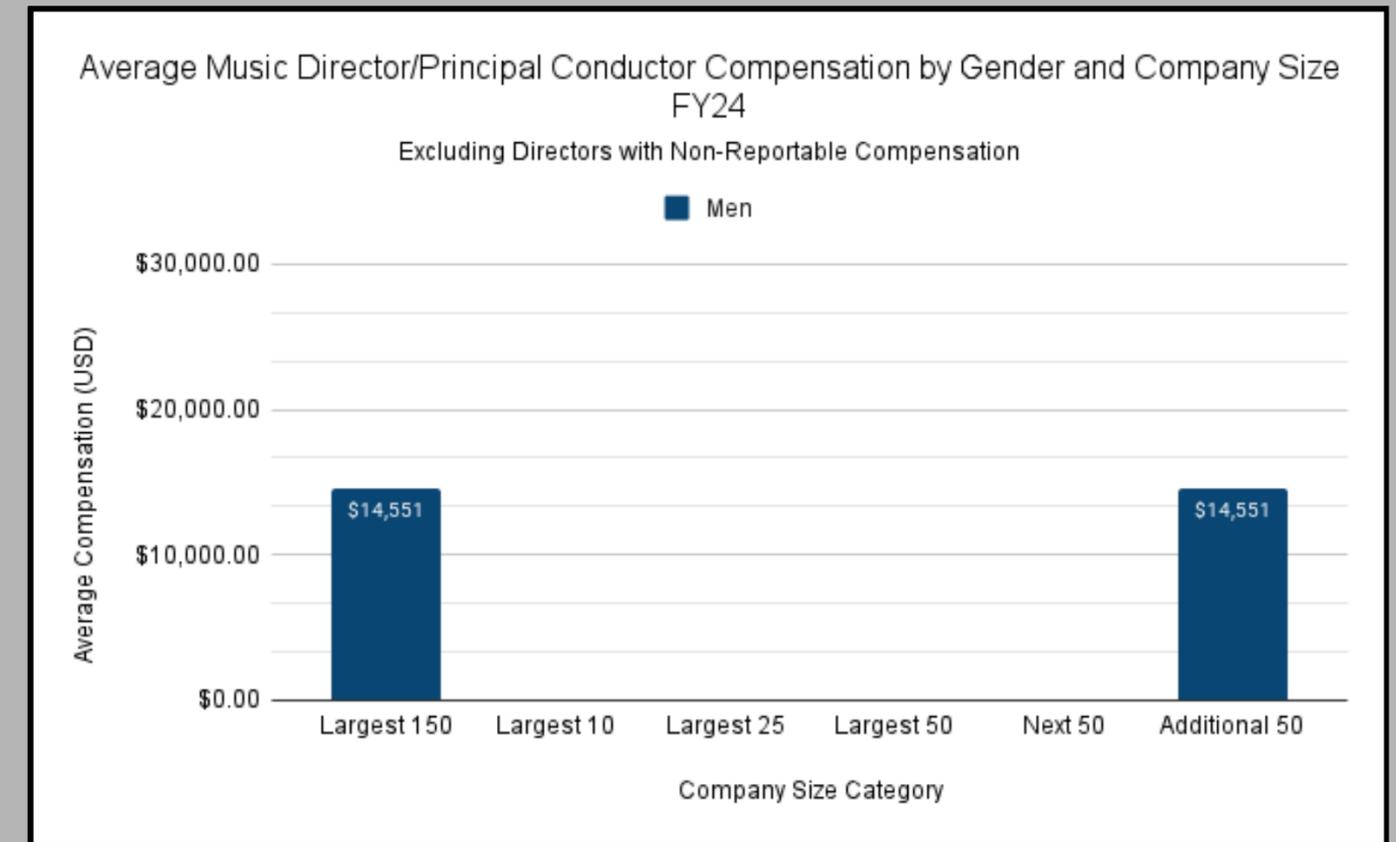
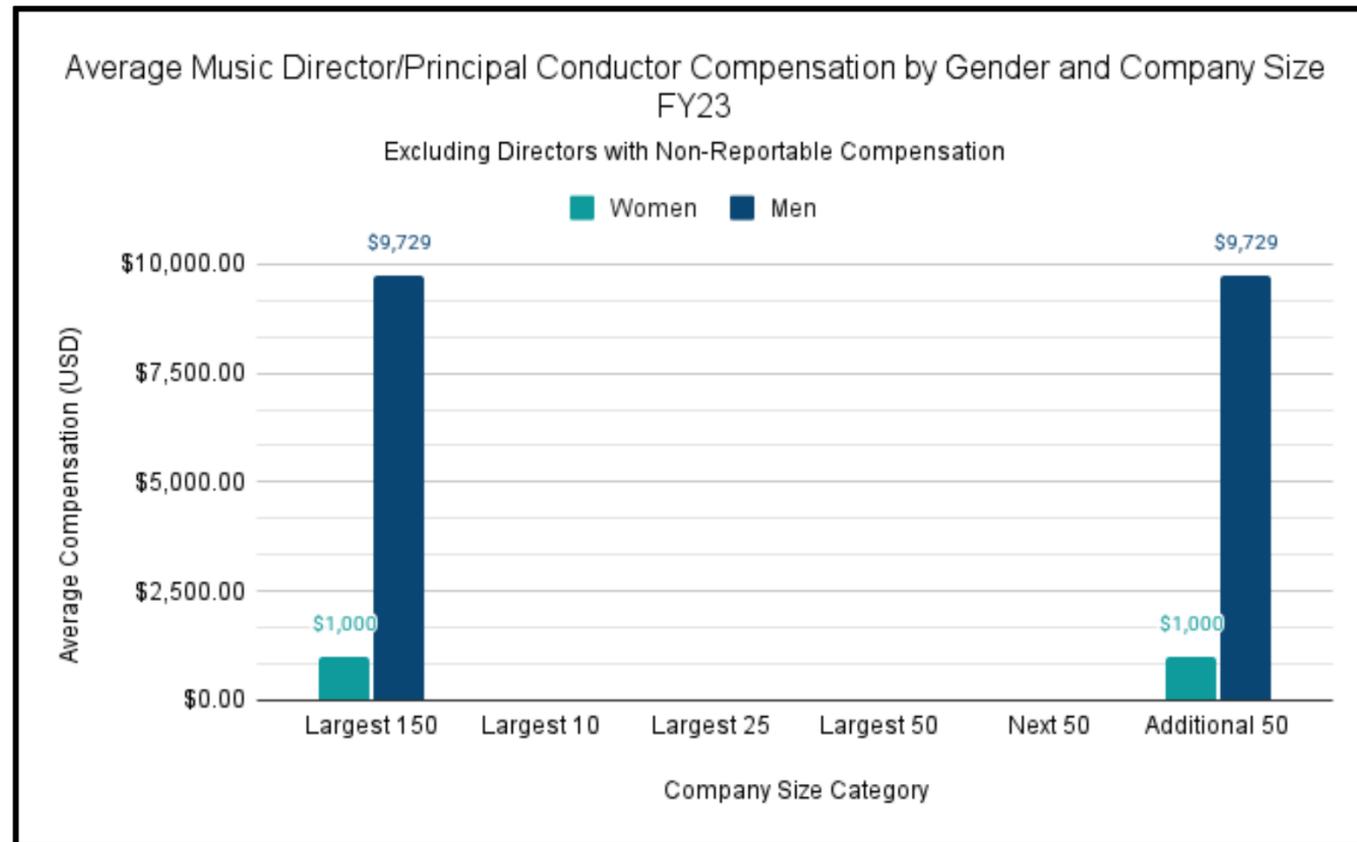
Section IIH: Compensation of Music Directors/Principal Conductors (Cont.)

FY 2023 Compensation Data

Next 50	Total Number of Directors	Average Compensation	Additional 50	Total Number of Directors	Average Compensation
Women	0	N/A	Women	1	\$1,000
Men	0	N/A	Men	1	\$9,729
Gender Expansive	0	N/A	Gender Expansive	0	N/A

FY 2024 Compensation Data

Next 50	Total Number of Directors	Average Compensation	Additional 50	Total Number of Directors	Average Compensation
Women	0	N/A	Women	0	N/A
Men	0	N/A	Men	1	\$14,551
Gender Expansive	0	N/A	Gender Expansive	0	N/A



Due to the limited sample of female and male compensation, DDP has not calculated the ratio of female-to-male earnings for music directors/principal conductors.³⁶

Due to the limited sample of female and male compensation, DDP could not calculate the ratio of female-to-male earnings for music directors/principal conductors.

³⁶) Gender expansive compensation figures are also not used in ratio calculations due to limited sample sizes.

Section III: Average Compensation Changes with the removal of Alvin Ailey American Dance Theater

Alvin Ailey American Dance Theater (AAADT) has ranked #1 by company expenditure since DDP first began fiscal examinations of the contemporary and modern sector in 2021. In FY23, AAADT reported \$48,268,877 in company expenditure. AAADT’s expenditure accounted for -

- 43.1% of total expenditure among the **Largest 10** companies (\$112,023,570).
- 33.7% of total expenditure among the **Largest 25** companies (\$143,369,281).
- 28.2% of total expenditure among the **Largest 50** companies (\$170,972,860).
- 23.3% of total expenditure among the **Largest 150** companies (\$206,872,512).

In FY24, AAADT reported \$55,634,371 in company expenditure. For the [2025 Largest 150 Contemporary and Modern Dance Companies](#) report, DDP sourced 111 FY24 990 filings. Due to the preliminary nature of the FY24 data, DDP did not rank the companies into categories of the **Largest**, **Next**, and **Additional 50**. Overall, AAADT’s company expenditure accounted for 33.8% of total expenditure among the 111 companies with available FY24 data (\$164,489,955).

Because AAADT is an oversized contributor to the contemporary and modern economy and therefore may skew fiscal calculations, DDP has recalculated Artistic, Executive, and Associate/Assistant Artistic Director compensation with and without the company in this section.

The company leadership’s names, gender, and reported base compensation³⁷ are as follows:

- Artistic Director - Robert Battle³⁸ | male | FY23 = \$558,534 | FY24 = \$572,006
- Executive Director - Bennett Rink | male | FY23 = \$550,265 | FY24 = \$568,883
- Associate Artistic Director (FY23) & Artistic Director (FY24) - Matthew Rushing | male | FY23 = \$189,085 | FY24 = \$244,159

Compensation Changes in Artistic Directors

Among the **FY23 Largest 150** male artistic directors, average compensation decreased by 12.8% (from \$93,245 to \$81,315) with the exclusion of Alvin Ailey American Dance Theater.

FY23	Male Count w/ AAADT	Male Compensation w/ AAADT	Male Count w/o AAADT	Male Compensation w/o AAADT	Percent Decrease
Largest 10	6	\$264,066	5	\$205,172	-22.3%
Largest 25	11	\$188,469	10	\$151,462	-19.6%
Largest 50	16	\$156,184	15	\$129,360	-17.2%
Largest 150	40	\$93,245	39	\$81,315	-12.8%

Among the **FY24 Largest 150** male artistic directors, average compensation decreased by 15.9% from (\$97,575 to \$82,049) with the exclusion of Alvin Ailey American Dance Theater.

FY24	Male Count w/ AAADT	Male Compensation w/ AAADT	Male Count w/o AAADT	Male Compensation w/o AAADT	Percent Decrease
Largest 10	7	\$259,497	5	\$200,063	-22.9%
Largest 25	11	\$204,652	9	\$159,445	-22.1%
Largest 50	18	\$156,607	16	\$125,173	-20.1%
Largest 150	42	\$97,575	40	\$82,049	-15.9%

Overall, the average compensation of artistic directors of all genders within the **Largest 150** decreased by 6.2% in FY23 and 8.2% in FY24.

	Total Count of Directors w/ AAADT	Total Compensation w/ AAADT	Total Count of Directors w/o AAADT	Total Compensation w/o AAADT	Percent Decrease
FY23 Largest 150	108	\$73,732	107	\$69,201	-6.2%
FY24 Largest 150	106	\$77,471	104	\$71,113	-8.2%

³⁷) All reported compensation is extracted from publicly available Form 990s. See **Section V: Compensation Operational Definitions, Methodology, and Limitations** for further information on the collection, organization, and calculation of compensation data.

³⁸) Battle departed AAADT in November 2023, and Rushing transitioned from Associate Artistic Director to Interim Artistic Director until 2025. Current Artistic Director, Alicia Graf Mack, assumed the role July 1, 2025.

Compensation Changes in Executive Directors

Among the **FY23 Largest 150** male executive directors, average compensation decreased by 19.9% (from \$98,607 to \$78,970) with the exclusion of Alvin Ailey American Dance Theater.

FY23	Male Count w/ AAADT	Male Compensation w/ AAADT	Male Count w/o AAADT	Male Compensation w/o AAADT	Percent Decrease
Largest 10	3	\$319,044	2	\$203,434	-36.2%
Largest 25	8	\$186,828	7	\$134,909	-27.8%
Largest 50	13	\$143,993	12	\$110,137	-23.5%
Largest 150	24	\$98,607	23	\$78,970	-19.9%

Among the **FY24 Largest 150** male executive directors, average compensation decreased by 19.4% (from \$103,981 to \$83,768) with the exclusion of Alvin Ailey American Dance Theater.

FY24	Male Count w/ AAADT	Male Compensation w/ AAADT	Male Count w/o AAADT	Male Compensation w/o AAADT	Percent Decrease
Largest 10	3	\$334,291	2	\$216,995	-35.1%
Largest 25	8	\$195,576	7	\$142,247	-27.3%
Largest 50	15	\$143,685	14	\$113,314	-21.1%
Largest 150	24	\$103,981	23	\$83,768	-19.4%

Overall, the average compensation of executive directors of all genders within the **Largest 150** decreased by 6.6% in FY23 and 7.0% in FY24.

	Total Count of Directors w/ AAADT	Total Compensation w/ AAADT	Total Count of Directors w/o AAADT	Total Compensation w/o AAADT	Percent Decrease
FY23 Largest 150	89	\$80,771	88	\$75,436	-6.6%
FY24 Largest 150	88	\$80,652	87	\$75,040	-7.0%

Compensation Changes in Associate/Assistant Artistic Directors

Matthew Rushing was only reported as Associate Artistic Director in FY 2023, thus compensation changes below for associate/assistant artistic directors only reflect FY23.³⁹

Among the **FY23 Largest 150** male associate/assistant artistic directors, average compensation decreased by 43.7% (from \$100,902 to \$56,811) with the exclusion of Alvin Ailey American Dance Theater.

FY23	Male Count w/ AAADT	Male Compensation w/ AAADT	Male Count w/o AAADT	Male Compensation w/o AAADT	Percent Decrease
Largest 10	1	\$189,085	0	N/A	N/A
Largest 25	1	\$189,085	0	N/A	N/A
Largest 50	3	\$100,902	2	\$56,811	-43.7%
Largest 150	3	\$100,902	2	\$56,811	-43.7%

Overall, the average compensation of associate/assistant artistic directors of all genders within the **Largest 150** decreased by 18.2% in FY23.

	Total Count of Directors w/ AAADT	Total Compensation w/ AAADT	Total Count of Directors w/o AAADT	Total Compensation w/o AAADT	Percent Decrease
FY23 Largest 150	11	\$66,939	10	\$54,724	-18.2%

³⁹) Battle departed AAADT in November 2023, and Rushing transitioned from Associate Artistic Director to Interim Artistic Director until 2025. Current Artistic Director, Alicia Graf Mack, assumed the role July 1, 2025.

Section IV: Leadership Operational Definitions, Methodology, and Limitations

Operational Definitions

Contemporary and Modern Dance Company

For the purposes of this study, DDP defines a “contemporary and modern dance company” as a professional performing company that uses the word(s) contemporary and/or modern in its name or self description. This definition also includes companies whose choreographic works are distinguished as an eclectic fusion of different dance genres. Modern dance is a highly expressive style of dance that emerged as a rebellion against the rigid structure of classical ballet at the end of the nineteenth century. Its form focuses on expression and is categorized by movement that is free-flowing, emotional, and organic ([MasterClass](#)). Contemporary dance is a genre developed during the mid-twentieth century, blending techniques of many movement forms including ballet, modern, jazz, African and African diasporic dances, classical Indian dance, mixed martial arts, physical theater, and more. Contemporary dance embraces innovation as it is not held to a stylistic standard, but is rather always evolving ([Marquee TV](#)). DDP’s research has included many companies whose mission has been to create work that is experimental, progressive, and boundary-defying.

Alvin Ailey American Dance Theater, Dallas Black Dance Theatre, L.A. Dance Project, and PHILADANCO! also ranked in [The Largest 150 U.S. Ballet and Classically Based Companies](#) report as they fit multiple definitions and their scope of work is broad. DDP also takes into consideration how a company defines itself.

DDP recognizes that the art form is constantly evolving and we will continually reassess our definitions.

Artistic Director

The Artistic Director(s) of each company is defined as either the person(s) with that title, or the person(s) who most closely fills the role of overseeing and directing artistic operations at the contemporary/modern company.

Executive Director

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

Associate/Assistant Artistic Director

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

Head of School

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

Head of Education Program

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

Head of Second Companies

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

Rehearsal Director

Rehearsal directors are defined as either the person(s) with that title, or the person(s) who most closely fills the role of overseeing and directing rehearsals for the companies (e.g., répétiteur, repertory coach, dance captain). DDP notes that the responsibilities and title of Rehearsal Director vary from company to company.

Music Director and Principal Conductor

DDP expanded to examine the gender distribution of music directors and principal conductors for the first time in the [2025 Largest Ballet & Classically Based Companies Leadership Report](#). The music director or principal conductor was defined as either the person(s) with that title, or the person(s) whose title aligned most closely with the music director/principal conductor for the contemporary/modern company. DDP remains generous and flexible with this definition as this is a new area of research.

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. In this study, “woman” and “female” are used synonymously, as are “man” and “male”. The term gender expansive encompasses those who identify as non-binary, genderqueer, gender non-conforming, 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.

Section IV: Leadership Operational Definitions, Methodology, and Limitations

Methodology

For this study, DDP examined the **Largest 150** contemporary and modern dance companies in the U.S. compiled through publicly available fiscal data, as detailed in the [2025 Largest U.S. Contemporary & Modern Dance Companies Report](#).

Leadership positions, as well as name and gender, were primarily sourced directly from company websites; however other media sources such as press releases, social media accounts, online programs, and news articles were used. Pronouns were utilized to determine an individual's gender. All relevant information was collected in a shared Google Sheet. After initial data collection, the data was reviewed once more by a different member of the research team on each occasion. Data was collected and verified in January 2026. For each leadership category, the number of female, male, and gender-expansive individuals was counted, and percentages were calculated.

Limitations

Variations in Titles

Titles vary between companies, and Dance Data Project® has attempted to represent the various leadership positions of each company as accurately as possible. For every title, DDP used the key employee, if applicable, with the title most closely resembling that position following second. The following range of titles were included for each position:

Artistic Director - Company Director, Founding Artistic Director

Executive Director - Chief Executive Officer, Managing Director, General Manager, Interim Executive Director, Company Manager (only Rennie Harris Puremovement and Ariel Rivka Dance), and Chief Operating Officer (Diavolo Dance Theatre).

Associate/Assistant Artistic Director - Artistic Associate, Creative Partner, and Creative Council

Rehearsal Director - Dance Captain, Rehearsal Steward, Senior Rehearsal Director, Repertoire & Staging Director, Rehearsal Production Manager, Rehearsal Master, and Rehearsal Assistant (only Houston Contemporary Dance Company)

Heads of School - School Director, Academy Director, Academy Manager, Director of Education, Director of Institute, and Conservatory Director

Heads of Education Programs - Director of Education and Community Programs, Director of Education, Education Director, Education + Outreach Coordinator/Manager, Outreach Lead, Education Lead, and Arts in Education Manager

Heads of Second/Trainee/Studio Companies - *Second Company's Name* Artistic Director, Trainee Program Director, Director of Trainee/Studio Company

Music Directors/Principal Conductors - Music Director/Composer, Company Composer, Resident Composer & Percussionist, Music Director/Sound Designer, Composer In Residence, and Music Advisor

Directors with Multiple Titles

For companies where one person serves in two or more roles, DDP counted that person in all categories considered. For example, Debbie Blunden-Diggs, the Chief Executive and Artistic Director of Dayton Contemporary Dance Company, was counted among both Artistic Directors and Executive Directors in the **Largest 50**.

There are 65 directors operating in two roles within the **Largest 150**. Some role combinations include Artistic/Executive Director, Artistic Director/Choreographer, Head of Second Company/Head of School, Artistic Director/Head of Second Company, Artistic Director/Head of School, Artistic Director/Rehearsal Director, and Executive Director/Head of School.

There are 10 directors operating in three roles within the **Largest 150**. Some role combinations include Artistic/Executive Director & Choreographer, Artistic/Executive Director & Head of School, and Artistic Director/Choreographer/Head of School.

here are 2 directors operating in four roles within the **Largest 150**. The role combination includes Artistic/Executive Director, Choreographer, and Head of School.

Shuttered Companies

The Stephen Petronio Company shuttered in July 2025, and GroundWorks DanceTheater dissolved in November 2024. However, they were included in DDP's sample of the **Largest 150** (ranked #41 and #59 respectively) as they continued to report financial activity in FY 2023. The companies have been excluded from the leadership calculations throughout this Data Byte.

L.A. Contemporary Dance Company announced its closure on January 9, 2026. However, DDP has continued to include leadership calculations for L.A. Contemporary Dance due to the sudden nature of the announcement.

Youth Ensembles and Their Role in the Professional Ecosystem

Youth ensembles play a critical role in the contemporary and modern dance ecosystem by supporting early training, pipeline development, and community engagement. These ensembles often provide pre-professional dancers with performance opportunities, structured rehearsal environments, and exposure to repertory practices, contributing meaningfully to the long-term sustainability of the field.

However, for the purposes of this research, youth ensembles are not categorized as second companies. Second companies, as defined in this report, are professional or pre-professional entities explicitly structured to serve as artistic extensions of the main company, typically engaging salaried or stipend-based dancers who perform repertory aligned with the primary organization and operate within its professional labor framework. In contrast, youth ensembles are primarily educational in nature, with participants generally enrolled as students rather than contracted artists, and their leadership and compensation structures more closely aligned with educational programming than professional company operations.

To maintain analytical consistency and comparability across leadership roles, compensation data, and organizational models, youth ensembles are therefore excluded from the second company category in this study. This distinction does not diminish their importance, but rather reflects a methodological boundary necessary to accurately examine professional leadership and compensation within contemporary and modern dance companies.

Section V: Compensation Operational Definitions, Methodology, and Limitations

Operational Definitions

Fiscal Year vs. Calendar Year

DDP uses the end date reported on Form 990s as the fiscal year. For example, FY 2023 (or FY23) for Alvin Ailey American Dance Theater refers to the fiscal period of 7/1/22 to 6/30/23. 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, Alvin Ailey American Dance Theater’s FY23 990 form would be filed for the 2022 tax year because 12/31/2022 falls between 7/1/22 to 6/30/23.

Compensation

Compensation may include salary and wages, bonuses, deferred payments, retirement benefits, fringe benefits, and other financial arrangements or transactions such as personal vehicles, meals, housing, personal and family educational benefits, below-market loans, payment of personal or family travel, entertainment, and personal use of the organization’s property ([IRS](#)).

For this Data Byte, DDP collected base compensation 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”, as titled in *Schedule J*, as compensation. [Schedule J](#) also details “retirement and other deferred compensation” and “nontaxable benefits,” however, these are not included in compensation metrics. In Summer 2025, DDP also contacted companies via email, asking them to voluntarily self-report compensation for key leadership positions. DDP has included this information in aggregates and averages presented throughout the Data Byte to provide a more detailed overview of compensation for the **Largest 150** U.S. contemporary and modern dance companies. To protect confidentiality, DDP has not included self-reported information in any graphs or figures that could lead to company personnel being identified.

According to the IRS, compensation must be “reasonable and not excessive” ([Internal Revenue Service](#)). However, there is no current definition for excessive compensation, and it is often circumstantial.

For purposes of this analysis, **executive compensation** at public charities encompasses the full economic value provided to an executive in exchange for services, whether paid currently or deferred. This includes base salary, bonuses and incentive pay, severance, employer contributions to retirement and deferred compensation arrangements, health and welfare benefits, housing or car allowances, and other perquisites and fringe benefits, from the organization and any related organizations. Under Internal Revenue Code §4958 and related regulations, compensation is considered “**excessive**” when the total package exceeds what comparable organizations would pay for similar services under similar circumstances. In practice, reasonableness is evaluated by reference to objective comparability data (e.g., salary surveys, Form 990 data from similarly situated charities), the complexity and scale of the organization, and the executive’s responsibilities and performance, as well as whether an independent, conflict-free board or committee reviewed the package in advance, relied on appropriate data, and contemporaneously documented its decision.

Separate from the “reasonableness” standard, Internal Revenue Code §4960 imposes a **21% federal excise tax** on certain high levels of nonprofit executive pay and severance for “covered employees” of applicable tax-exempt organizations, including public charities. First, the organization (and related organizations) is subject to a 21% tax on the portion of a covered employee’s **annual remuneration that exceeds \$1 million**, even if that compensation is otherwise reasonable under §4958. Second, §4960 applies the same 21% tax to “**excess parachute payments**”, certain separation-from-service or “golden parachute” packages whose present value equals or exceeds three times the executive’s historical average annual compensation, with the tax imposed on the amount above one times that average. As a result, public charities, including arts and cultural institutions, must monitor not only whether executive pay is within a reasonable market range, but also whether high salaries or substantial severance arrangements may trigger the §4960 excise tax, even in the absence of any excess benefit finding.

Methodology

This Data Byte is DDP’s first study examining compensation of leadership at the **Largest 150** U.S. contemporary and modern dance Companies. DDP primarily sourced information from companies’ annual [Form 990s](#) using proprietary software. As [Schedule J](#) titled “Compensation Information” provides an in-depth overview of compensation (including [base, bonus, and deferred compensation and non-taxable benefits](#)) for highly compensated employees, information was extracted from this section first. Compensation reporting in *Schedule J* is required only for organizations with individuals who have annual compensation of \$150,000 or more ([IRS](#)). To capture as much information as possible, DDP also extracted compensation from *Part VII, Section A*, which provides a summary of compensation for key employees with reportable compensation over \$100,000 ([IRS](#)). Some companies have chosen to report compensation for key employees (e.g., artistic directors, executive directors) earning less than \$100,000 annually in *Part VII, Section A*.

For this report, DDP utilized proprietary software and manually collected data from IRS Form 990 filings submitted to DDP, the IRS, and ProPublica’s NonProfit Explorer. 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*⁴⁰. In instances where the proprietary software did not collect information due to the format of the 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. DDP also cross-checked individuals’ titles against company websites, as some individuals are listed as “directors” or “executive directors” in the 990 filings but as “artistic directors” or “artistic executive directors” on their websites. Individuals who hold dual artistic and executive roles were included in both artistic and executive director compensation calculations. Before publication, an additional team member confirmed the explicitly stated compensations.

DDP also contacted companies via email, asking them to provide their FY 2023 and 2024 990 filings, per IRS regulations, to provide the most up-to-date information available. **Companies were sent reminders and follow-up emails at least once.** 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.**

40) Only employees receiving annual compensation over \$150,000 are reported in [Schedule J](#).

Section V: Compensation Operational Definitions, Methodology, and Limitations

Methodology (cont.)

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. This information was requested to provide a more comprehensive understanding of compensation in the contemporary and modern dance industry and provide benchmarking information for smaller companies that may not be able to afford such services. Self-reported compensation data has been anonymized for confidentiality.

DDP has included self-reported compensation data in overall aggregates and averages throughout this Data Byte. In instances where companies self-reported compensation data to DDP and reported compensation in their annual 990s, DDP used information collected from the 990s. There were 19 companies where compensation reported to DDP and the IRS differed. In these instances, DDP used metrics reported to the IRS in final calculations. In instances where companies self-reported compensation data to DDP, but did not report compensation in their 990s filings, DDP anonymized this information and included in overall aggregates and averages. Additionally, in instances where 990 filings reported \$0 in compensation and companies self-reported a different value, DDP utilized the self-reported data. DDP notes that this self-reported information is not verifiable.

DDP expresses gratitude to the 27 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 ([Candid](#)).

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, female-to-male earnings is calculated with the formula: average female compensation/average male compensation. Percent change for leadership compensation without Alvin Ailey American Dance Theater is calculated with the formula: $[(\text{New Value} - \text{Old Value})/\text{Old Value}] \times 100\%$. When data is missing for a specific fiscal year, that company is excluded from the average calculation. 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. Where a director holds multiple titles, their compensation was duplicated and calculated in overall aggregates and averages for each position. There were 77 directors with multiple titles in this Data Byte.

Limitations

Fiscal Data Availability

All but 1 (Garth Fagan Dance) of the **Largest 150** companies examined in this Data Byte reported 990s for FY23. Additionally, DDP was unable to find leadership compensation data within 990 filings for the following 6 companies in FY23: Forklift Danceworks, Open Dance Project, Wellspring/Cori Terry & Dancers, Kinding Sindaw, Phoenix Danse, and Jody Sperling/Time Lapse Dance.

All of the **Largest 150** companies examined in this Data Byte reported 990s for FY24. However, DDP was unable to find leadership compensation data within 990 filings for the following 6 companies in FY24: Forklift Danceworks, San Diego Dance Theater, Open Dance Project, Wellspring/Cori Terry & Dancers, Kinding Sindaw, and Jody Sperling/Time Lapse Dance.

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.

Reporting \$0 in Compensation

In this Data Byte, DDP recorded a compensation of \$0 for 53 directors in FY23 and 65 directors in FY24. A \$0 in compensation does not necessarily indicate that the director did not earn a salary, but rather suggests that the company may not have been required to report said compensation if it falls underneath the IRS’s \$100,000 threshold. All reports of \$0 in compensation were extracted directly from company Form 990s and recorded in the Google Sheets document along with other compensation. However, reports of \$0 in compensation were excluded from overall aggregates and averages to avoid diluting the compensation pool.

Directors with Multiple Titles

For companies where one person serves in two or more roles (particularly artistic/executive directors), DDP calculated the compensation of that person in all categories considered. For example, Debbie Blunden-Diggs, the Chief Executive and Artistic Director of Dayton Contemporary Dance Company, was counted among both artistic director compensation and executive director compensation in the **Largest 50**. Because DDP is unable to separate compensation by role for directors with multiple titles, their compensation creates larger overall averages when combined with the compensation of directors solely in that role.

Numerical Differences in Employment across Leadership & Compensation Analysis

The number of leadership positions occupied in the leadership analysis of this Data Byte do not reflect the number of leadership positions recorded with reportable compensation in the compensation analysis of this Data Byte. The leadership analysis collected data up to January 31, 2026. However, the compensation analysis examines compensation for leadership up to December 31, 2024 (FY24) as this was the most comprehensive data available for the Largest 150 companies altogether. As a result, personnel changes and salary changes may have occurred in the past year that are not present in the FY23 and FY24 990 filings.

Unidentified Directors

For self-reported compensation, DDP used the name and gender identification of persons who held the leadership position before FY23 and FY24 and are still working in that position. If self-reported data was given for a role where the current occupier entered after the fiscal years examined, the individual was left anonymous and marked as “unknown gender.” Similarly, if an organization currently has two people in a role, but only sent one compensation to DDP, only one value was entered under the respective leadership title and marked as “unknown gender.”

Appendix A: Compensation by Budget Tier

The following table lists the average, maximum, and minimum compensation for the **Largest 150** U.S. contemporary and modern dance companies based on their annual budget by expenditure. DDP has provided these figures to help provide a more comprehensive understanding of compensation in the contemporary and modern dance 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 +			\$1-\$14.9 million			\$500,000-\$999,999			\$499,999 or less		
		Average Compensation	Max.	Min.	Average Compensation	Max.	Min.	Average Compensation	Max.	Min.	Average Compensation	Max.	Min.
Artistic Director	FY23	N/A ⁴¹	-	-	\$115,544	\$292,533	\$29,768	\$76,977	\$157,805	\$30,017	\$33,931	\$89,230	\$1,800
	FY24	\$408,083	-	-	\$110,690	\$295,800	\$4,200	\$76,222	\$117,342	\$38,000	\$36,197	\$96,938	\$2,800
Executive Director	FY23	N/A	-	-	\$117,638	\$274,845	\$19,231	\$68,110	\$107,000	\$22,374	\$35,115	\$75,290	\$4,911
	FY24	N/A	-	-	\$111,321	\$308,691	\$13,333	\$62,197	\$112,454	\$22,239	\$35,708	\$70,106	\$242
Associate/ Assistant Artistic Director	FY23	N/A	-	-	\$64,605	\$104,538	\$43,680	N/A	-	-	N/A	-	-
	FY24	N/A	-	-	\$74,120	\$113,651	\$56,208	N/A	-	-	\$13,464	\$40,000	\$600
Rehearsal Director	FY23	N/A	-	-	\$69,695	\$117,000	\$35,000	N/A	-	-	\$14,915	-	-
	FY24	N/A	-	-	\$64,468	\$117,000	\$28,520	\$33,497	-	-	N/A	-	-
School Director ⁴²	FY23	N/A	-	-	\$80,232	\$108,417	\$45,011	\$73,107	-	-	\$50,711	\$89,230	\$27,600
	FY24	N/A	-	-	\$85,032	\$124,670	\$49,920	N/A	-	-	\$39,175	\$56,100	\$22,800
Head of Education Program ⁴³	FY23	N/A	-	-	\$70,772	\$113,265	\$45,000	N/A	-	-	N/A	-	-
	FY24	N/A	-	-	\$63,006	\$96,705	\$47,000	N/A	-	-	N/A	-	-

41) Alvin Ailey American Dance Theater is the only company with a budget by expenditure greater than \$15 million in FY23 and FY24.

42) Every school director in within companies with budgets of \$499,999 or less holds one or more of the following additional titles: artistic director, executive director, head of second company, and resident choreographer.

43) In FY23, two of the five heads of education program within companies with budgets of \$-\$14.9 million hold an additional leadership title. In FY24, two of the four heads of education program within this budget tier also hold an additional leadership title.

Appendix B: Largest 150 Contemporary and Modern Dance Companies Ranked by FY23 Expenditure

Companies with an asterisk are also included in the 2025 Largest 150 U.S. Ballet & Classically Based Companies

1. Alvin Ailey American Dance Theater*	51. Company E	101. Artlab J
2. Gibney Company	52. Joe Goode Performance Group	102. Yaa Samar! Dance Theatre
3. Mark Morris Dance Group	53. Heidi Duckler Dance	103. Heidi Latsky Dance
4. Paul Taylor Dance Company	54. Amanda Selwyn Dance Theatre	104. DanceWorks Chicago
5. ODC/Dance	55. Dana Tai Soon Burgess Dance Company	105. Ormao Dance Company
6. Bill T. Jones/Arnie Zane Company	56. Whim W'Him	106. Buglisi Dance Theatre
7. Dallas Black Dance Theatre*	57. Malashock Dance	107. Contemporary West Dance Theatre
8. Hubbard Street Dance Chicago	58. Saint Louis Dance Theatre	108. Hedwig Dances
9. L.A. Dance Project*	59. GroundWorks DanceTheater ⁴⁶	109. WHITE WAVE - Young Soon Kim Dance Company
10. Urban Bush Women	60. Big Dance Theater	110. Aerial Dance Chicago
11. Step Afrika!	61. Shamel Pitts TRIBE	111. ANIKAYA Dance Theater
12. Martha Graham Dance Company	62. EMERGE125	112. Houston Contemporary Dance Company
13. Cleo Parker Robinson Dance	63. Carolyn Dorfman Dance	113. Ariel Rivka Dance
14. A.I.M by Kyle Abraham	64. JAE - Jean Appolon Expressions	114. L.A. Contemporary Dance Company ⁴⁷
15. BANDALOOP	65. Shannon Hummel/Cora Dance	115. H.T. Chen & Dancers
16. Pilobolus	66. BODYTRAFFIC	116. Pony Box Dance Theatre
17. Parsons Dance	67. Lula Washington Dance Theatre	117. Regina Klenjoski Dance Company
18. Dayton Contemporary Dance Company	68. Visceral Dance Chicago	118. Eryc Taylor Dance
19. STREB EXTREME ACTION	69. Invertigo Dance Theatre	119. New Dialect
20. PHILADANCO! ^{*44}	70. Nai-Ni Chen Dance Company	120. Khambatta Dance Company
21. Limón Dance Company	71. South Chicago Dance Theatre	121. Keigwin + Company
22. Dance Kaleidoscope	72. A-WOL Dance Collective	122. Ko-Thi Dance Company
23. NW Dance Project	73. San Diego Dance Theater	123. Lori Belilove & the Isadora Duncan Dance Company
24. Nimbus Dance	74. Open Dance Project	124. The Kennedy Dancers Inc.
25. Camille A. Brown & Dancers	75. Doug Varone and Dancers	125. Full Radius Dance
26. Keshet Dance Company	76. Sarasota Contemporary Dance	126. MashUp Contemporary Dance Company
27. Eisenhower Dance Detroit	77. Jacob Jonas The Company	127. Dancers Unlimited
28. Battery Dance	78. Peridance Contemporary Dance Company	128. Kinding Sindaw
29. BodyVox	79. Blue13 Dance Company	129. Hélène Simoneau Danse
30. Deeply Rooted Dance Theater	80. Inlet Dance Theatre	130. Sidra Bell Dance New York
31. Spectrum Dance Theater	81. Gregory Hancock Dance Theatre	131. Reggie Wilson / Fist and Heel Performance Group
32. AXIS Dance Company	82. DANCE IQUAIL!	132. Black Label Movement
33. Urbanity Dance	83. Owen/Cox Dance Group	133. Alpha Omega Theatrical Dance Company
34. Garth Fagan Dance	84. David Dorfman Dance	134. Stefanie Nelson Dancegroup
35. Koresh Dance Company	85. Lineage Dance Company	135. Phoenix Danse
36. Trisha Brown Dance Company	86. SALT Contemporary Dance	136. Ellen Sinopoli Dance Company
37. Red Clay Dance Company	87. Boston Dance Theater	137. Wylliams/Henry Contemporary Dance
38. Bruce Wood Dance Dallas	88. Backhausdance	138. Khecari
39. Ririe-Woodbury Dance Company	89. Dimensions Dance Theater	139. Liss Fain Dance
40. Repertory Dance Theatre	90. Mutual Dance Theatre	140. Tabula Rasa Dance Theater
41. Stephen Petronio Company ⁴⁵	91. Peter London Global Dance Company	141. Alison Cook Beatty Dance
42. DIAVOLO Architecture in Motion [®]	92. Kun-Yang Lin/Dancers	142. Arena Dances
43. GALLIM	93. Muntu Dance Theatre	143. Jody Sperling/Time Lapse Dance
44. Calpulli Mexican Dance Company	94. Wellspring/Cori Terry & Dancers	144. Safos Dance Theatre
45. CONTRA-TIEMPO	95. Flyaway Productions	145. Hivewild
46. Viver Brasil Dance Company	96. Kim Robards Dance	146. ate9
47. Attack Theatre	97. Robert Moses' KIN	147. Beckles Dancing Company
48. Forklift Danceworks	98. Threads Dance Project	148. KAIROS Dance Theater
49. Rennie Harris Puremovement	99. BrockusRED	149. RESILIENCE Dance Company
50. TU Dance	100. staibdance	150. Artichoke Dance Company

44) 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.

45) Stephen Petronio Company shuttered in July 2025.

46) GroundWorks DanceTheater shuttered in November 2024.

47) L.A. Contemporary Dance Company announced its closure on January 9, 2026.