

Sayat Nova Dance Co Inc

Executive Director / CEO

EIN 222805663
 MA · NTEE A65J
 FY ending 2023-12-31
 June 9, 2026

This analysis benchmarks the total compensation of **Apo Ashjian, Executive Director / CEO** (\$12,000) against **every comparable organization** that fit the selection criteria — **105** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **42nd** percentile of comparable organizations within the typical range

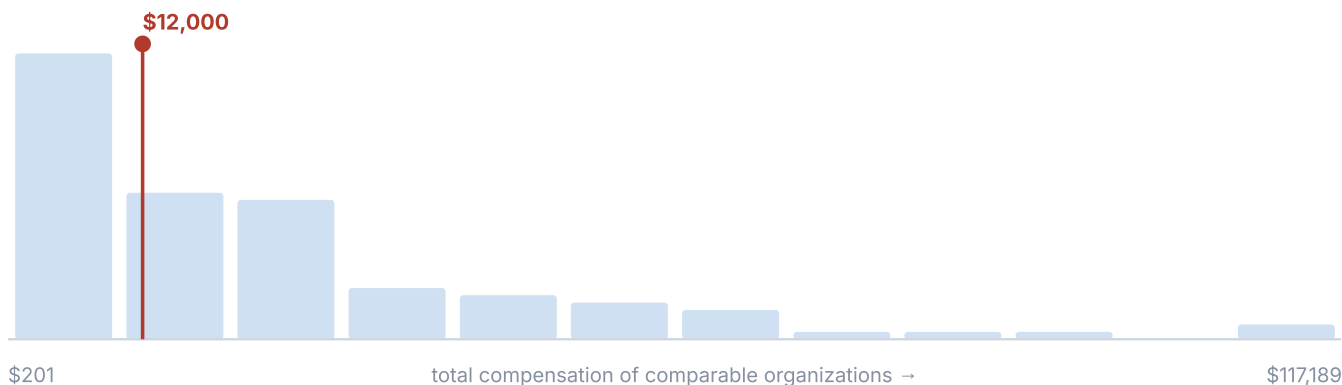
Benchmarked executive: Apo Ashjian — reported title "OFFICER", selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (A65J).
BUDGET	Total revenue between \$26,287 and \$58,852 — 0.67x to 1.50x the subject's \$39,235 (the band tightens as size grows).
GEOGRAPHY	Same NTEE major group (A), nationwide + budget 0.67–1.5x revenue.

105 organizations qualified on sector, size, and geography → **105** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$2,016	\$5,871	\$15,786	\$29,702	\$51,013	\$12,000
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■ Comparable organizations

Each figure is Form 990 Part VII columns D + F (reportable pay plus other compensation and benefits; column F may include amounts from related organizations), normalized to MA cost of living (BEA RPP, 2023) and to its filing year (CPI-U); the reported amount is on each linked 990.

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
The Centralia Area Historical	IL	\$39,167	Executive Di	\$8,554	\$9,090	2024
Phoenix Art Museum Endowment Fund Inc	AZ	\$38,958	Ceo	\$4,148	\$4,439	2023
Rogers Museum Foundation	AR	\$38,934	Acting Executive Director	\$36,000	\$43,739	2024
Beavercreek Historical Society	OH	\$38,924	Director	\$1,680	\$1,924	2024
Center For Environmental Structure	CA	\$38,804	Secretary, Director	\$30,048	\$28,046	2024
North Shore Historical Museum Inc	NY	\$38,653	Former Director	\$5,025	\$4,908	2024
Delilah Charity Inc	CA	\$38,650	Officer	\$18,655	\$17,412	2024
Thiokol Memorial Project	GA	\$38,496	Adviser	\$500	\$544	2024
Allentown Public Theatre	PA	\$40,250	President	\$8,070	\$8,698	2024
Seattle Piano Institute Inc	WA	\$37,538	Artistic Dir	\$3,500	\$3,387	2024
Decatur Fine Arts Academy Inc	GA	\$41,280	President, Ceo	\$9,390	\$10,507	2023
Michael S Rosen Foundation	NY	\$41,453	Secretary	\$30,887	\$30,168	2024
Long Island Association Of The	NY	\$36,905	Chairman	\$4,500	\$4,525	2023
Combat Diver Foundation	FL	\$41,576	President	\$2,100	\$2,133	2024
Center On Modernity In Transition	NC	\$36,231	Consultant	\$55,000	\$61,427	2024
Greater Buckeye Lake Historical Society	OH	\$42,419	Director	\$20,000	\$23,573	2023
Northwest Collaborative Center	WA	\$35,940	President	\$6,240	\$6,039	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Goethe House Wisconsin Inc	WI	\$42,578	Executive Director	\$21,506	\$24,277	2024
Miami Arts Commission	AZ	\$35,513	Executive Director	\$2,105	\$2,253	2023
Potters House Community Develo	FL	\$43,271	Pd	\$24,494	\$26,656	2022
Center For Technology & Innovation Inc	NY	\$35,089	Executive Director	\$6,600	\$6,637	2023
Chinese Gospel Broadcasting Center Inc	NY	\$43,522	Former Director	\$61,295	\$61,637	2023
Quasimondo Inc	WI	\$34,937	Executive Dir. (Non-voting)	\$45,760	\$51,656	2024
Oregon Newspapers Foundation Inc	OR	\$43,648	Executive Director	\$23,517	\$23,606	2024
Alaska Jewish Historical Museum &	AK	\$34,613	Museum Curator	\$54,577	\$56,399	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MA cost of living and 2023 dollars. Click any organization to verify the figure on ProPublica.

Methodology

Comparable organizations were drawn from electronically filed IRS Form 990 returns and matched on sector (NTEE code), budget (a size-adaptive revenue band that tightens as the organization grows), and geography (same-state first, broadening only when too few peers qualify); every organization within the band forms the peer set. To compare fairly across regions and years, peer compensation is normalized to MA cost of living (BEA Regional Price Parities, 2023) and to the subject's filing year (CPI-U). The figure benchmarked is Form 990 Part VII, Section A, columns D + F — reportable pay plus other compensation, benefits, and deferred amounts (column F may include amounts from related organizations) — with the chief executive matched by role. Related-organization amounts (column E) and institutional trustees are excluded. Full methodology: peerbasis.org/methodology.

Sample, role match & sensitivity

PEER COUNT 105 organizations. Compensation range \$201–\$117,189; filing years 2022–2025.

SIZE BASIS Matched on total revenue (\$39,235); for reference, expenses \$68,124 and assets \$74,258. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

ROLE MATCH	Apo Ashjian, reported title "OFFICER", benchmarked as Executive Director / CEO. Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.
RELATED-ORG PAY	14 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	5 peers fall outside 1.5× the interquartile range — consider whether any reflect one-time payments (severance, deferred-comp payouts).

Sensitivity — the subject's percentile under alternative compensation definitions:

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	42 nd
Total compensation (D + F), as reported (no adjustments)	42 nd
Reportable pay only (column D), adjusted	52 nd
All sources (D + E + F), adjusted	38 th

If the percentile moves materially across these definitions, the result is sensitive to methodology choices, and the board should weigh which basis best fits its facts.

● Rebuttable presumption of reasonableness · 26 CFR 53.4958-6

Compensation paid by a tax-exempt organization is presumed reasonable — shifting the burden to the IRS — when three requirements are met. This report supplies the comparability data for the second. The board should record the following in its minutes *concurrently* with its decision:

Draft board minutes – executive compensation

1. The compensation of the Executive Director / CEO (Apo Ashjian) was approved in advance by [the Board / Compensation Committee], composed of members with no conflict of interest with respect to the arrangement.
2. Prior to its determination, the authorized body obtained and relied upon appropriate comparability data, namely the PeerBasis Compensation Comparability Determination dated June 9, 2026, comparing compensation against 105 similarly situated organizations (Same NTEE major group (A), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$12,000 is reasonable (approximately the 42nd percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [__ for / __ against].

Sources: IRS Form 990 e-file data (apps.irs.gov); IRS Business Master File (NTEE classification). Every figure traces to an original public filing — click any organization above to verify it on ProPublica. PeerBasis is a service of Prismind Analytics; its [methodology is published](#), was commissioned for independent adversarial review, and discloses its own limitations. This report is comparability data to support a board's good-faith determination under IRC 4958; it is not legal or tax advice. Generated by PeerBasis on June 9, 2026.