

# Voices

Executive Director / CEO

June 9, 2026

This analysis benchmarks the total compensation of **Mintze Wu, Executive Director / CEO** (\$72,000) against **every comparable organization** that fit the selection criteria — **61** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **87<sup>th</sup>** percentile of comparable organizations within the typical range

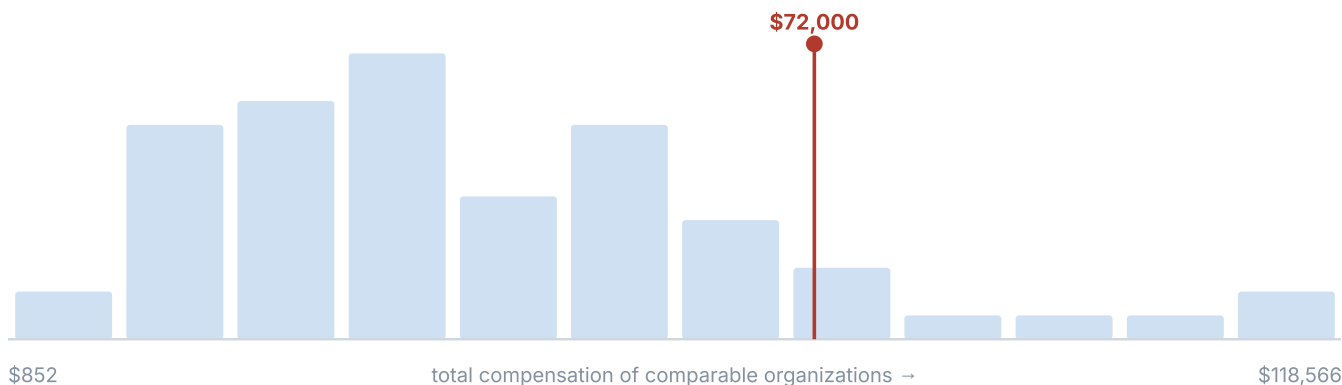
**Benchmarked executive:** Mintze Wu — reported title “Executive Director”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (A25).
BUDGET	Total revenue between \$103,297 and \$231,264 — 0.67x to 1.50x the subject's \$154,176 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (A25), nationwide + budget 0.67–1.5x revenue.

**61** organizations qualified on sector, size, and geography → **61** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$17,831	\$25,463	\$38,454	\$57,777	\$78,542	\$72,000
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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 CO 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
<a href="#">Beyond The Grade</a>	TX	\$154,023	Executive Director	\$117,012	<b>\$118,566</b>	2024
<a href="#">Articulture</a>	MN	\$158,528	Executive Dir.	\$37,316	<b>\$38,454</b>	2023
<a href="#">Childrens Art Studio</a>	DC	\$158,586	Chair	\$130,000	<b>\$115,558</b>	2024
<a href="#">Educarte Incorporated</a>	MD	\$159,450	Executive Direc	\$25,363	<b>\$24,019</b>	2024
<a href="#">Illustration Institute</a>	ME	\$147,443	Co Founder	\$37,692	<b>\$38,232</b>	2024
<a href="#">Emergent Arts</a>	AR	\$161,211	Executive Director	\$26,940	<b>\$30,674</b>	2024
<a href="#">Essex Youth Theater Inc</a>	NJ	\$145,404	Artistic Director And General Manager	\$75,712	<b>\$68,475</b>	2024
<a href="#">Susan Kathleen Black Foundation Inc</a>	TX	\$142,600	Exec Director	\$29,333	<b>\$30,600</b>	2023
<a href="#">Great River Taoist Center Inc</a>	VA	\$142,450	Director	\$36,000	<b>\$35,210</b>	2024
<a href="#">National Art Education Foundation</a>	VA	\$168,143	Secretary/treasurer	\$29,651	<b>\$29,857</b>	2023
<a href="#">Xyayx The Movement Inc</a>	NY	\$139,000	Program Leader	\$12,335	<b>\$11,624</b>	2023
<a href="#">Dstl Arts</a>	CA	\$137,332	Founder, Executive Director; President	\$14,325	<b>\$12,530</b>	2024
<a href="#">Pulse Arts Inc</a>	CA	\$136,003	Executive Director	\$78,600	<b>\$68,751</b>	2024
<a href="#">Unruly Arts</a>	OH	\$174,101	Executive Director	\$62,400	<b>\$68,925</b>	2023
<a href="#">La A Schools Inc</a>	LA	\$174,496	Executive Director	\$56,667	<b>\$65,074</b>	2023
<a href="#">Institute 193 Incorporated</a>	KY	\$176,991	Board Chair	\$25,000	<b>\$28,011</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Arts Access South Carolina</a>	SC	\$130,873	Executive Di	\$50,500	<b>\$54,943</b>	2023
<a href="#">Joy Engine Inc</a>	WI	\$181,262	Executive Director	\$87,550	<b>\$92,619</b>	2024
<a href="#">Shakespearean Youth Theater Company</a>	MN	\$124,596	Managing Director	\$36,000	<b>\$37,098</b>	2023
<a href="#">The Walter Hive</a>	AZ	\$123,495	Executive Director	\$75,790	<b>\$76,015</b>	2023
<a href="#">The Mountain Artists Guild Inc</a>	AZ	\$184,868	Executive Dir.	\$31,701	<b>\$31,795</b>	2023
<a href="#">Center Grove Fine Arts Academy Inc</a>	IN	\$185,452	Executive Dir.	\$24,000	<b>\$26,395</b>	2023
<a href="#">Appalachian Children's Chorus Inc</a>	WV	\$185,729	Executive Director	\$46,000	<b>\$49,152</b>	2025
<a href="#">Catholic Literary Arts</a>	TX	\$187,228	President And Founder	\$19,500	<b>\$19,759</b>	2024
<a href="#">Working Artists And The Greater Economy Inc</a>	NY	\$120,266	Core Organizer	\$48,396	<b>\$45,607</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CO 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 CO 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](https://peerbasis.org/methodology).

## Sample, role match & sensitivity

**PEER COUNT** 61 organizations. Compensation range \$852–\$118,566; filing years 2023–2025.

**SIZE BASIS** Matched on total revenue (\$154,176); for reference, expenses \$272,739 and assets \$1,291,827. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

ROLE MATCH	Mintze Wu, reported title " <i>Executive Director</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	1 peer report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	3 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	87 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	84 <sup>th</sup>
Reportable pay only (column D), adjusted	89 <sup>th</sup>
All sources (D + E + F), adjusted	85 <sup>th</sup>

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 (Mintze Wu) 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 61 similarly situated organizations (Same NTEE sector (A25), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$72,000 is reasonable (approximately the 87<sup>th</sup> 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.