

# Dancecast Collective

Executive Director / CEO

This analysis benchmarks the total compensation of **Emily Masters, Executive Director / CEO** (\$1) against **every comparable organization** that fit the selection criteria — **143** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

**Compensation sits at approximately the 0<sup>th</sup> percentile of comparable organizations**

below the typical range for comparable organizations

**Benchmarked executive:** Emily Masters — 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 (A60).

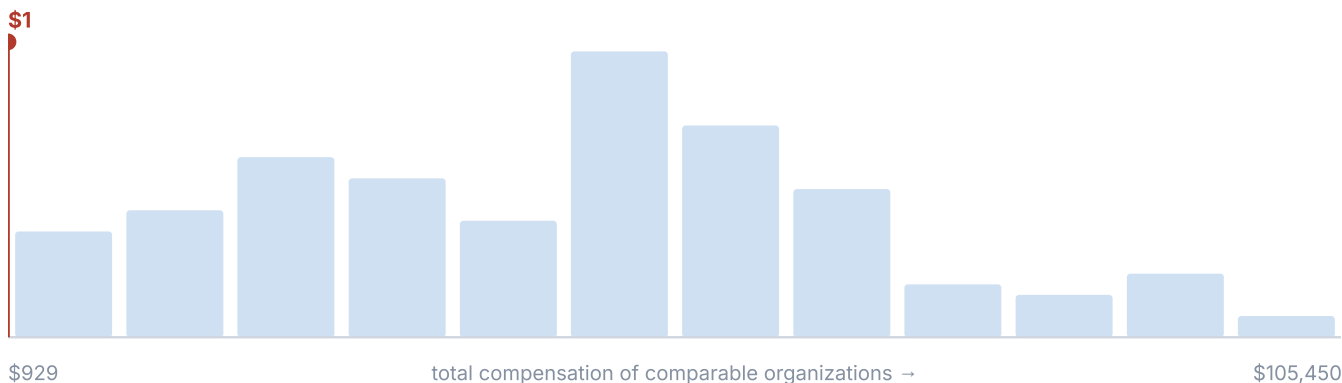
**BUDGET** Total revenue between \$223,780 and \$501,000 — 0.67x to 1.50x the subject's \$334,000 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (A60), nationwide + budget 0.67–1.5x revenue.

**143** organizations qualified on sector, size, and geography

→ **143** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$14,120

\$25,181

\$46,325

\$60,132

\$74,506

**\$1**



## ■ 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 TN 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="#">7th Street Theatre Association</a>	WA	\$335,673	Prior Manager	\$18,601	<b>\$16,743</b>	2023
<a href="#">Forces Of Nature Inc</a>	NY	\$336,324	President	\$24,400	<b>\$20,976</b>	2025
<a href="#">Ztp</a>	MN	\$337,220	Executive Artistic Director	\$62,150	<b>\$61,741</b>	2023
<a href="#">Texan-french Alliance For The Arts</a>	TX	\$329,894	Executive Director	\$83,999	<b>\$84,476</b>	2023
<a href="#">Authentic Community Theatre Inc</a>	MD	\$339,283	President	\$33,950	<b>\$31,911</b>	2023
<a href="#">Staibdance Inc</a>	GA	\$328,628	Admin Director	\$40,000	<b>\$39,275</b>	2024
<a href="#">North Bay Theatrics Inc</a>	CA	\$328,366	President	\$64,408	<b>\$55,915</b>	2023
<a href="#">Crossroads Creative &amp; Performing Arts</a>	OR	\$327,878	Executive Director	\$63,167	<b>\$58,975</b>	2023
<a href="#">Sino Us Performing Arts Organization</a>	CA	\$327,781	Secretary	\$62,699	<b>\$54,431</b>	2023
<a href="#">Odyssey Opera Of Boston Inc</a>	MA	\$327,762	Executive Director	\$106,167	<b>\$95,915</b>	2023
<a href="#">Blue Water Theatre Company</a>	MN	\$340,562	Managing Director	\$55,000	<b>\$53,070</b>	2024
<a href="#">Newport Opera House Association</a>	NH	\$340,825	Executive Director	\$53,500	<b>\$48,241</b>	2024
<a href="#">Unison Learning Center Inc</a>	NY	\$326,868	Executive Director	\$63,000	<b>\$57,234</b>	2023
<a href="#">Rocky Mountain Ballet Theatre</a>	MT	\$324,315	Associate Dir.	\$30,000	<b>\$31,579</b>	2024
<a href="#">Chelsea Music Festival Corporation</a>	NY	\$344,365	Director	\$10,000	<b>\$8,824</b>	2024
<a href="#">Teadra Productions</a>	CA	\$323,308	President &	\$60,000	<b>\$49,290</b>	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">The Stars Of Tomorrow Project Inc</a>	NY	\$344,741	Director	\$69,000	<b>\$60,887</b>	2024
<a href="#">Childrens Legacy Theatre Inc</a>	DC	\$322,058	Executive Director	\$51,970	<b>\$44,534</b>	2024
<a href="#">Bower Center For The Arts</a>	VA	\$321,721	Executive Director	\$63,750	<b>\$60,108</b>	2024
<a href="#">Mishpachah Inc</a>	OH	\$321,109	Director	\$60,911	<b>\$64,860</b>	2023
<a href="#">Aloha Performing Arts Company</a>	HI	\$347,681	Past Preside	\$77,666	<b>\$69,908</b>	2023
<a href="#">Arcadia Performing Arts Inc</a>	PA	\$348,016	Executive Director	\$39,800	<b>\$38,758</b>	2024
<a href="#">Little Globe Inc</a>	NM	\$348,773	Co-director	\$50,250	<b>\$54,337</b>	2023
<a href="#">Sandglass Center For Puppetry &amp; Theater Research Ltd</a>	VT	\$318,179	Board Member And Artistic Director	\$37,556	<b>\$38,004</b>	2023
<a href="#">Cleveland Arts Prize</a>	OH	\$350,187	Executive Di	\$43,896	<b>\$45,401</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TN cost of living and 2025 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 TN 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	<b>143</b> organizations. Compensation range \$929–\$105,450; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$334,000); for reference, expenses \$333,352 and assets \$0.
ROLE MATCH	Emily Masters, reported title " <i>Executive Director</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	2 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

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

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	0 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	0 <sup>th</sup>
Reportable pay only (column D), adjusted	1 <sup>st</sup>
All sources (D + E + F), adjusted	0 <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 (Emily Masters) 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 143 similarly situated organizations (Same NTEE sector (A60), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$1 is reasonable (approximately the 0<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.