

Music In Schools Today

Executive Director / CEO

This analysis benchmarks the total compensation of **Margaret Madden, Executive Director / CEO** (\$105,900) against **every comparable organization** that fit the selection criteria — **40** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **95th** percentile of comparable organizations above the 90th percentile — board review recommended

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

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (A6EZ).

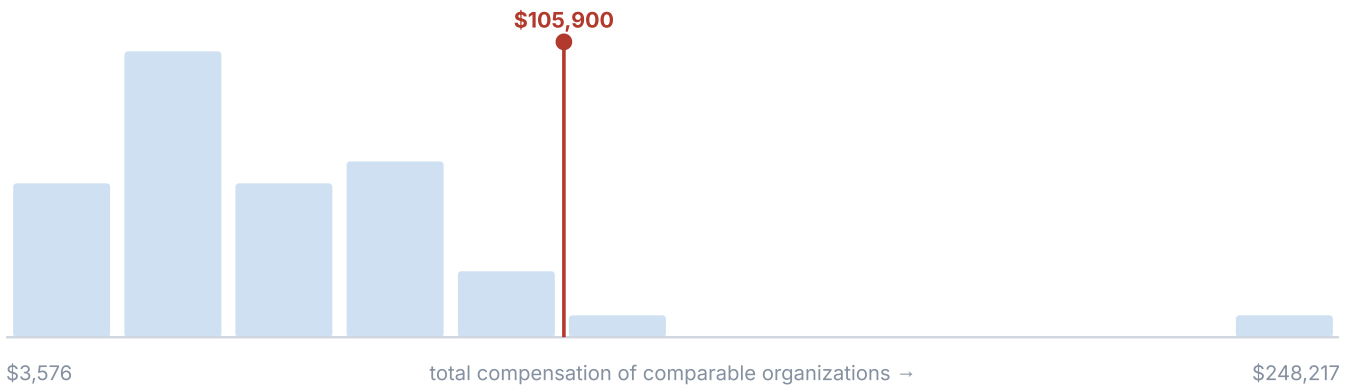
BUDGET Total revenue between \$209,200 and \$468,360 — 0.67x to 1.50x the subject's \$312,240 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (A6E), nationwide + budget 0.67–1.5x revenue.

40 organizations qualified on sector, size, and geography

→ **40** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$14,479	\$31,815	\$46,817	\$70,055	\$91,393	\$105,900
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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 CA 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
Gaston School Of The Arts	NC	\$311,220	Executive Di	\$36,302	\$43,439	2024
Performing Arts School Of Worcester Inc	MA	\$310,983	Executive Director	\$72,189	\$77,343	2023
Crystal Theatre Inc	CT	\$313,678	President, Artistic Director	\$29,140	\$32,576	2023
The Community Music School Of The	VA	\$310,390	Executive Director	\$62,500	\$69,886	2024
State Street Academy Of Music At St Lawrence	PA	\$303,596	Treasurer	\$4,520	\$5,085	2025
Ormao Dance Company Inc	CO	\$294,195	Exe/artistic	\$34,600	\$38,422	2024
Kapena School Of Music	HI	\$290,575	Executive Dir.	\$3,350	\$3,576	2023
Nebraska Music Education	NE	\$338,431	Executive Di	\$56,650	\$70,562	2024
Alma	NM	\$285,234	Outreach Dir	\$14,000	\$17,438	2024
Junior Chamber Music	CA	\$281,240	Director	\$14,800	\$14,800	2024
Resonance Vocal Ensemble	OR	\$279,404	Secretary	\$11,063	\$11,591	2025
Flying Gravity Circus Inc	NH	\$345,186	Exec Director/trustee	\$53,000	\$56,674	2024
Shubanjali School Of Performing Arts	NJ	\$269,769	President	\$86,667	\$92,259	2023
The Ballet School Of Stamford	CT	\$265,615	Executive Dir.	\$70,000	\$74,049	2025
Suffolk County Music Educators	NY	\$261,461	Treasurer	\$6,000	\$6,279	2024
Aerial Dance Chicago	IL	\$259,429	Board Member / Artistic Director	\$55,200	\$64,702	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Community School Of The Arts	TN	\$253,244	Executive Director	\$80,738	\$98,282	2024
Youth Inspirations Theatre	IN	\$250,899	President	\$47,371	\$57,852	2024
Balmoral School Of Highland Piping	PA	\$250,031	Exec Directo	\$35,000	\$40,421	2024
Girls Write Nashville	TN	\$249,272	Pres. & E.d.	\$75,000	\$91,297	2024
Ali Akbar College Of Music	CA	\$377,532	President	\$39,386	\$40,549	2023
Chehalis Ballet Center	WA	\$379,402	Administrative Director	\$40,937	\$41,351	2025
The Music Academy	PA	\$242,962	Director	\$32,984	\$38,092	2024
Sacramento Preparatory Music Academy	CA	\$234,926	Ceo	\$52,000	\$53,536	2023
Oklahoma Youth Orchestras Inc	OK	\$392,168	Executive Di	\$66,682	\$85,033	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to CA cost of living and 2024 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 CA 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	40 organizations. Compensation range \$3,576–\$248,217; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$312,240); for reference, expenses \$485,808 and assets \$10,979. Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.
ROLE MATCH	Margaret Madden, reported title " <i>Executive Dir.</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.

OUTLIERS 1 peer 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	95 th
Total compensation (D + F), as reported (no adjustments)	95 th
Reportable pay only (column D), adjusted	95 th
All sources (D + E + F), adjusted	95 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 (Margaret Madden) 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 40 similarly situated organizations (Same NTEE sector (A6E), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$105,900 is reasonable (approximately the 95th 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.