

# Ali Akbar College Of Music

Executive Director / CEO

EIN 946184432  
 CA · NTEE A6E0  
 FY ending 2023-12-31  
 June 10, 2026

This analysis benchmarks the total compensation of **Mary J Khan, Executive Director / CEO** (\$39,386) against **every comparable organization** that fit the selection criteria — **39** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **33<sup>rd</sup>** percentile of comparable organizations within the typical range

**Benchmarked executive:** Mary J Khan — reported title "PRESIDENT", a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

**SECTOR** Organizations sharing the subject's NTEE classification (A6E0).

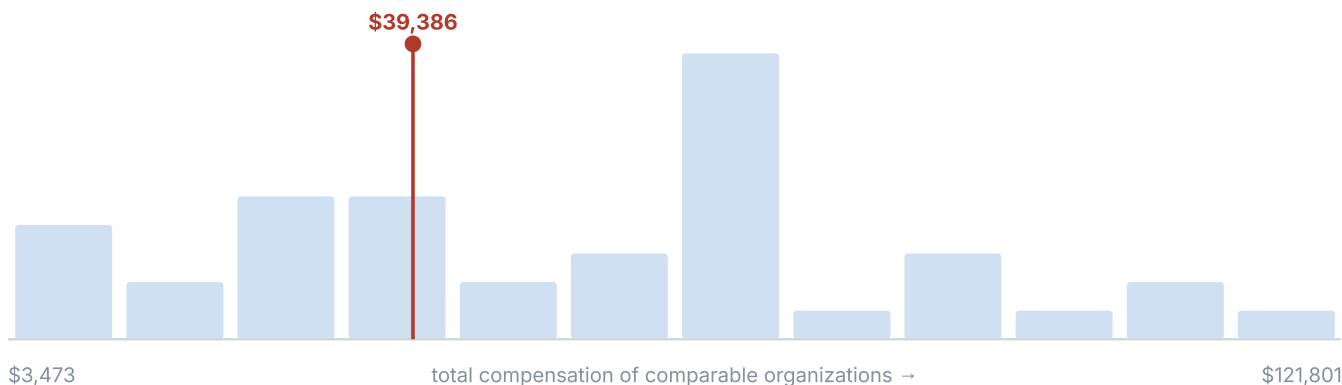
**BUDGET** Total revenue between \$252,946 and \$566,298 — 0.67x to 1.50x the subject's \$377,532 (the band tightens as size grows).

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

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

→ **39** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$13,752	\$30,458	\$60,750	\$69,176	\$90,782	\$39,386
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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
<a href="#">Chehalis Ballet Center</a>	WA	\$379,402	Administrative Director	\$40,937	<b>\$40,165</b>	2025
<a href="#">Oklahoma Youth Orchestras Inc</a>	OK	\$392,168	Executive Di	\$66,682	<b>\$82,593</b>	2024
<a href="#">Oregon International Ballet Academy</a>	OR	\$407,407	Executive Dir.	\$50,000	<b>\$52,230</b>	2024
<a href="#">Flying Gravity Circus Inc</a>	NH	\$345,186	Exec Director/trustee	\$53,000	<b>\$55,048</b>	2024
<a href="#">Nebraska Music Education</a>	NE	\$338,431	Executive Di	\$56,650	<b>\$68,538</b>	2024
<a href="#">Pakachoag Music School Of Greater</a>	MA	\$418,001	Interim Executive Director	\$62,107	<b>\$62,778</b>	2024
<a href="#">Labanbartenieff Institute Of Movement</a>	NY	\$418,184	Executive Dir.	\$35,000	<b>\$36,626</b>	2023
<a href="#">Portland Actors Conservatory</a>	OR	\$433,940	Board Member	\$60,123	<b>\$64,660</b>	2023
<a href="#">Crystal Theatre Inc</a>	CT	\$313,678	President, Artistic Director	\$29,140	<b>\$31,641</b>	2023
<a href="#">Gabriela Lena Frank Creative</a>	CA	\$442,499	President	\$121,801	<b>\$121,801</b>	2023
<a href="#">Music In Schools Today</a>	CA	\$312,240	Executive Dir.	\$105,900	<b>\$102,862</b>	2024
<a href="#">Gaston School Of The Arts</a>	NC	\$311,220	Executive Di	\$36,302	<b>\$42,193</b>	2024
<a href="#">Performing Arts School Of Worcester Inc</a>	MA	\$310,983	Executive Director	\$72,189	<b>\$75,125</b>	2023
<a href="#">The Community Music School Of The</a>	VA	\$310,390	Executive Director	\$62,500	<b>\$67,881</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Summerbella</a>	CA	\$449,043	Trustee	\$24,000	<b>\$23,311</b>	2024
<a href="#">State Street Academy Of Music At St Lawrence</a>	PA	\$303,596	Treasurer	\$4,520	<b>\$4,939</b>	2025
<a href="#">Csehy Summer School Of Music</a>	PA	\$455,372	Executive Director	\$62,237	<b>\$69,813</b>	2024
<a href="#">Pierre Monteux Memorial Foundation</a>	ME	\$457,727	Executive Di	\$37,000	<b>\$41,675</b>	2024
<a href="#">Ormao Dance Company Inc</a>	CO	\$294,195	Exe/artistic	\$34,600	<b>\$37,319</b>	2024
<a href="#">Kapena School Of Music</a>	HI	\$290,575	Executive Dir.	\$3,350	<b>\$3,473</b>	2023
<a href="#">Alma</a>	NM	\$285,234	Outreach Dir	\$14,000	<b>\$16,937</b>	2024
<a href="#">Pioneer School Of Drama</a>	KY	\$470,967	Co-president/managing Director	\$20,800	<b>\$25,137</b>	2024
<a href="#">Junior Chamber Music</a>	CA	\$281,240	Director	\$14,800	<b>\$14,375</b>	2024
<a href="#">Resonance Vocal Ensemble</a>	OR	\$279,404	Secretary	\$11,063	<b>\$11,259</b>	2025
<a href="#">Young Actors Theater Inc</a>	CA	\$476,689	Executive Director	\$67,981	<b>\$67,981</b>	2023

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

## ■ Sample, role match & sensitivity

PEER COUNT **39** organizations. Compensation range \$3,473–\$121,801; filing years 2023–2025.

**SIZE BASIS** Matched on total revenue (\$377,532); for reference, expenses \$354,052 and assets \$591,257.

**ROLE MATCH** Mary J Khan, reported title "*PRESIDENT*", benchmarked as Executive Director / CEO. The title maps directly to this role.

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

BASIS	SUBJECT PERCENTILE
Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default	33 <sup>rd</sup>
Total compensation (D + F), as reported (no adjustments)	38 <sup>th</sup>
Reportable pay only (column D), adjusted	33 <sup>rd</sup>
All sources (D + E + F), adjusted	33 <sup>rd</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 (Mary J Khan) 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 10, 2026, comparing compensation against 39 similarly situated organizations (Same NTEE sector (A6E), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$39,386 is reasonable (approximately the 33<sup>rd</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 10, 2026.