

Integrative Strategies Forum Inc

Executive Director / CEO

EIN 522200029
 MD · NTEE Q055
 FY ending 2023-12-31
 June 9, 2026

This analysis benchmarks the total compensation of **Karen Onthank, Executive Director / CEO** (\$91,659) against **every comparable organization** that fit the selection criteria — **16** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

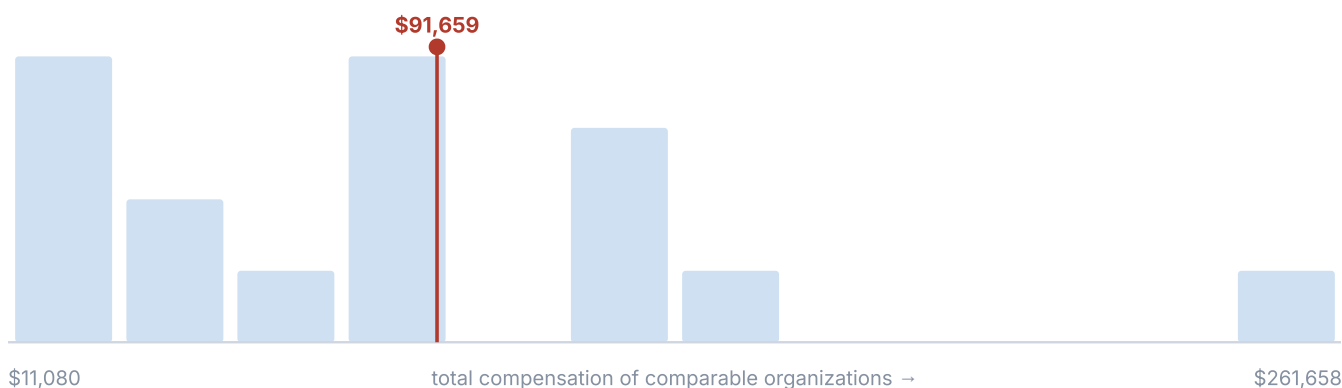
Compensation sits at approximately the **69th** percentile of comparable organizations within the typical range

How comparable organizations were selected

- SECTOR** Organizations sharing the subject's NTEE classification (Q055).
- BUDGET** Total revenue between \$131,927 and \$295,360 — 0.67x to 1.50x the subject's \$196,907 (the band tightens as size grows).
- GEOGRAPHY** Same NTEE sector (Q05), nationwide + budget 0.67–1.5x revenue.

16 organizations qualified on sector, size, and geography → **16** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$15,474	\$40,353	\$77,571	\$123,914	\$142,853	\$91,659
10TH	25TH	MEDIAN	75TH	90TH	THIS ORG · 69TH



■ Comparable organizations

\$15,474

\$40,353

P50
\$77,571

P75
\$123,914

P90
\$142,853

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 MD cost of living (BEA RPP, 2023) and to its filing year (CPI-U); the reported amount is on each linked 990.

ORGANIZATION	STATE	TOTAL REVENUE	TOTAL COMP	SOURCE
Carey Institute For Global Good Inc	NY	\$193,593	\$11,180	990
Americans For A Safe Israel Inc	NY	\$189,141	\$89,826	990
Intelligence And National Security	VA	\$184,109	\$45,985	990
Lumen Inc	VA	\$177,837	\$19,767	990
Coalition For Integrity Inc	DC	\$172,861	\$261,658	990
Alaska World Affairs Council	AK	\$167,258	\$81,230	990
Fp21	DC	\$164,398	\$127,112	990
Policy And Economic Research	NC	\$230,371	\$73,911	990
World Affairs Council Of Arizona Inc	AZ	\$238,456	\$83,327	990
American Security Council	FL	\$145,098	\$69,934	990
The Westminster Institute	VA	\$145,000	\$43,888	990
Nautilus Of America Inc	CA	\$250,590	\$122,848	990
Armenian National Institute Inc	DC	\$255,188	\$29,748	990
Institute For Food And Development Policy Inc	CA	\$269,887	\$135,524	990
Global Development Network Inc	VA	\$285,999	\$11,080	990
Middle East Policy Council	DC	\$286,336	\$150,181	990

■ 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 MD 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	16 organizations. Compensation range \$11,080–\$261,658; filing years 2023–2024.
SIZE BASIS	Matched on total revenue (\$196,907); for reference, expenses \$222,722 and assets \$154,355.
ROLE MATCH	Karen Onthank, reported title "EXECUTIVE DIRECTOR", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	3 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
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	69 th
Total compensation (D + F), as reported (no adjustments)	63 rd
Reportable pay only (column D), adjusted	44 th
All sources (D + E + F), adjusted	50 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 (Karen Onthank) 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 16 similarly situated organizations (Same NTEE sector (Q05), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$91,659 is reasonable (approximately the 69th 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). 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.