

Vermont Learning Collaborative Inc

Executive Director / CEO

EIN 030372419

VT · NTEE B02

FY ending 2025-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Jill Graham, Executive Director / CEO** (\$65,983) against **every comparable organization** that fit the selection criteria — **37** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **43rd** percentile of comparable organizations within the typical range

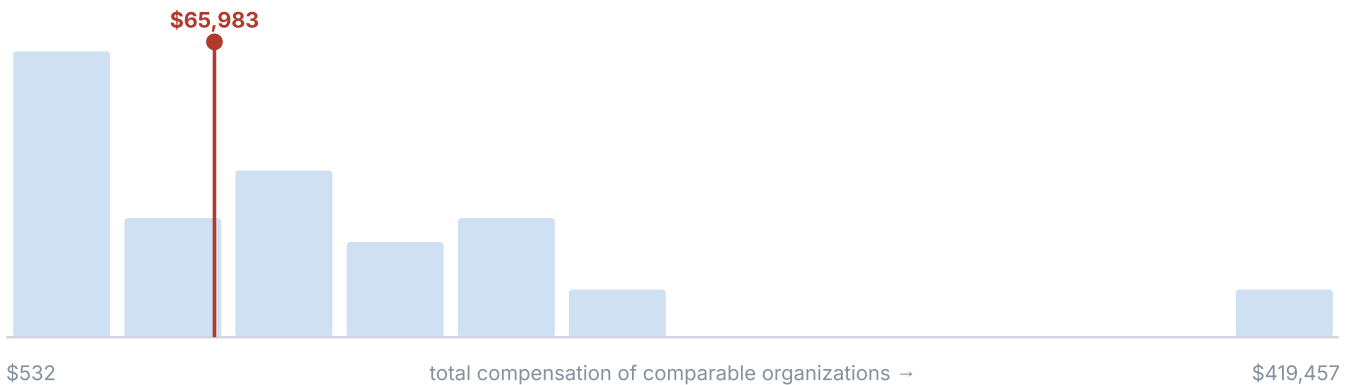
Benchmarked executive: Jill Graham — reported title “Executive Dir.”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B02).
BUDGET	Total revenue between \$257,769 and \$577,095 — 0.67x to 1.50x the subject's \$384,730 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B02), nationwide + budget 0.67–1.5x revenue.

37 organizations qualified on sector, size, and geography → **37** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$10,220	\$21,925	\$75,667	\$137,191	\$173,565	\$65,983
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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 VT 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
Seeds & Water Foundation Inc	FL	\$377,711	President & Treasurer	\$13,112	\$12,562	2024
Montessori Elementary Teacher Training Collaborative Inc	MA	\$376,148	President	\$23,925	\$21,925	2024
Military Cyber Professionals Assn Inc	VA	\$371,615	Chief Operating Officer	\$175,002	\$172,318	2024
Zworks	IN	\$368,977	Executive Director	\$70,000	\$75,281	2024
Uaeyc	UT	\$400,554	Executive Di	\$47,472	\$51,012	2023
South Carolina District Data Governance	SC	\$405,000	Executive Director	\$20,000	\$21,278	2024
Open Syllabus Inc	NY	\$348,291	President And Treasurer	\$173,819	\$160,178	2024
Gradient Learning	CA	\$342,635	Executive Director	\$462,663	\$419,457	2023
Auburn University Real Estate	AL	\$341,851	President	\$350,949	\$386,652	2024
Wisconsin Skyward User Group Inc	WI	\$341,678	President	\$500	\$532	2024
Arc Upper Valley Inc	ND	\$333,086	Executive Director	\$83,159	\$95,816	2023
Good2know Partners	CA	\$327,327	Ceo	\$10,000	\$8,806	2024
Edwell Inc	TX	\$443,748	Executive Dir.	\$128,333	\$130,915	2024
Community Support Services Organization	CA	\$447,037	Ceo	\$77,075	\$69,877	2023
Choice Charter School Services Inc	FL	\$448,050	Director	\$117,500	\$112,568	2024
Arts & Sciences Center Inc	HI	\$450,293	President	\$13,425	\$12,619	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Christian School Management Association	OH	\$453,320	Executive Director	\$128,498	\$142,894	2023
Electrify Dc	DC	\$456,187	President/ex	\$54,375	\$48,661	2024
The Center For Bioethics And Culture	CA	\$307,398	Executive Director	\$88,200	\$75,667	2025
Register Of Professional	IN	\$471,174	Executive Di	\$136,500	\$146,798	2024
Middle College High School National	NJ	\$294,291	Director	\$33,280	\$30,303	2024
Drma Foundation	OH	\$477,170	Secretary/treas	\$1,074	\$1,160	2024
Center For Science Technology And Leadership Development Inc	NC	\$477,267	Executive Director	\$79,500	\$83,771	2024
Village Mke Inc	WI	\$291,000	Ceo	\$147,500	\$161,735	2023
Iccnm Foundation	NM	\$284,606	President	\$2,375	\$2,605	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to VT 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 VT 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 37 organizations. Compensation range \$532–\$419,457; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$384,730); for reference, expenses \$388,307 and assets \$175,659.

ROLE MATCH Jill Graham, reported title "*Executive Dir.*", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 7 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

OUTLIERS 2 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	43 rd
Total compensation (D + F), as reported (no adjustments)	43 rd
Reportable pay only (column D), adjusted	41 st
All sources (D + E + F), adjusted	30 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 (Jill Graham) 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 37 similarly situated organizations (Same NTEE sector (B02), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$65,983 is reasonable (approximately the 43rd 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.