

# Civil Society Institute Inc

Executive Director / CEO

EIN 043272715  
 MA · NTEE Q200  
 FY ending 2024-12-31  
 June 9, 2026

This analysis benchmarks the total compensation of **Pam Solo, Executive Director / CEO** (\$251,262) 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 **100<sup>th</sup>** percentile of comparable organizations above the 90th percentile — board review recommended

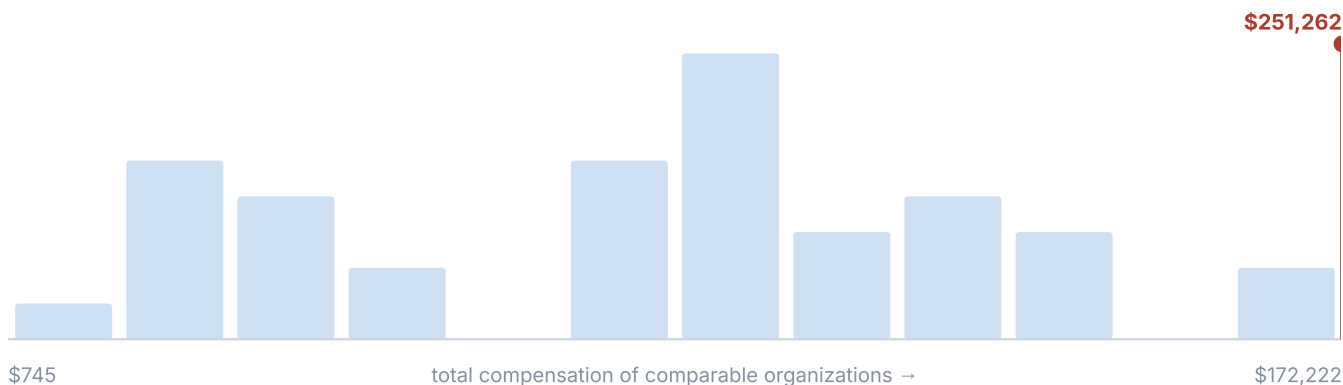
**Benchmarked executive:** Pam Solo — reported title “PRESIDENT & EXEC. DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (Q200).
BUDGET	Total revenue between \$277,022 and \$620,200 — 0.67x to 1.50x the subject's \$413,467 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (Q20), 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



\$25,734	\$42,682	\$90,755	\$112,963	\$131,134	<b>\$251,262</b>
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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 MA 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="#">American Mandarin Society</a>	VA	\$421,218	Executive Di	\$84,000	<b>\$92,922</b>	2023
<a href="#">Japan America Society Of So California</a>	CA	\$428,314	Executive Director	\$19,681	<b>\$19,470</b>	2023
<a href="#">Just Foreign Policy</a>	DC	\$397,148	Executive Director	\$94,167	<b>\$94,673</b>	2023
<a href="#">Unidosnow Inc</a>	FL	\$430,469	Executive Director	\$124,062	<b>\$129,696</b>	2024
<a href="#">Educators Institute For Human Rights In</a>	DC	\$434,112	Executive Director	\$175,487	<b>\$171,369</b>	2024
<a href="#">The Japan America Society Of Kentucky</a>	KY	\$391,431	Executive Director	\$81,565	<b>\$100,398</b>	2023
<a href="#">Arbol De Vida</a>	TX	\$376,552	President	\$42,000	<b>\$45,548</b>	2025
<a href="#">Immigrant Solidarity Dupage</a>	IL	\$458,275	President	\$82,954	<b>\$90,755</b>	2024
<a href="#">Cair Michigan Inc</a>	MI	\$470,606	Executive Officer	\$89,539	<b>\$102,846</b>	2024
<a href="#">Global Philadelphia Associaton Inc</a>	PA	\$349,036	President	\$110,000	<b>\$125,677</b>	2023
<a href="#">The Tamarindo Foundation Inc</a>	IN	\$346,182	Executive Director	\$120,753	<b>\$141,708</b>	2024
<a href="#">Send A Cow Inc</a>	VA	\$484,115	Executive Director	\$90,976	<b>\$100,639</b>	2023
<a href="#">Japan America Society Of Oregon</a>	OR	\$490,048	Executive Director	\$103,108	<b>\$106,555</b>	2024
<a href="#">Love Must Act Inc</a>	KY	\$335,584	President	\$25,500	<b>\$30,487</b>	2024
<a href="#">Identity Mission</a>	NC	\$326,517	President	\$24,470	<b>\$28,968</b>	2023
<a href="#">Japan America Society Of Colorado</a>	CO	\$326,000	Executive Director	\$91,264	<b>\$97,384</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Japan-american Society</a>	OH	\$325,902	Executive Di	\$30,227	<b>\$34,709</b>	2025
<a href="#">The Fountain For The Natural</a>	OR	\$322,044	President	\$700	<b>\$745</b>	2023
<a href="#">Japan-america Society Of</a>	TX	\$513,657	Pres - Part Yr	\$101,479	<b>\$112,963</b>	2024
<a href="#">Interfaith Peace Builders</a>	DC	\$293,845	Managing Director (Thru 11/22)	\$78,218	<b>\$78,638</b>	2023
<a href="#">Gulf Coast Citizen Diplomacy Council Inc</a>	FL	\$291,084	Executive Director	\$70,965	<b>\$74,188</b>	2024
<a href="#">Facts And Logic About The</a>	CA	\$541,460	President	\$86,845	<b>\$85,916</b>	2023
<a href="#">Idti Inc</a>	FL	\$284,476	International Consultant	\$127,500	<b>\$133,290</b>	2024
<a href="#">Japan-america Society Of Houston</a>	TX	\$542,721	Executive Director	\$90,000	<b>\$100,185</b>	2024
<a href="#">Tulsa Global Alliance</a>	OK	\$283,856	Executive Director	\$36,755	<b>\$45,038</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MA 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 MA 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** 37 organizations. Compensation range \$745–\$172,222; filing years 2023–2025.

**SIZE BASIS** Matched on total revenue (\$413,467); for reference, expenses \$708,535 and assets \$1,072,817. **Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.**

**ROLE MATCH** Pam Solo, reported title "*PRESIDENT & EXEC. DIRECTOR*", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 1 peer 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	100 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	100 <sup>th</sup>
Reportable pay only (column D), adjusted	100 <sup>th</sup>
All sources (D + E + F), adjusted	100 <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 (Pam Solo) 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 (Q20), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$251,262 is reasonable (approximately the 100<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.