

The Institute For Industrial & Applied Life Science

Executive Director / CEO

EIN 201215246
 MO · NTEE B90
 FY ending 2024-12-31
 June 9, 2026

This analysis benchmarks the total compensation of **Sara Hagen, Executive Director / CEO** (\$91,371) against **every comparable organization** that fit the selection criteria — **436** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **87th** percentile of comparable organizations within the typical range

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B90).
BUDGET	Total revenue between \$188,022 and \$420,946 — 0.67x to 1.50x the subject's \$280,631 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B90), nationwide + budget 0.67–1.5x revenue.

436 organizations qualified on sector, size, and geography → **436** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$12,268	\$30,311	\$51,151	\$71,867	\$99,566	\$91,371
10TH	25TH	MEDIAN	75TH	90TH	THIS ORG · 87TH

\$91,371



■ 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 MO 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
Philaflam	PA	\$279,981	\$74,350	990
Learning Club Of Toledo	OH	\$281,647	\$96,033	990
Micar Christian University Corp	FL	\$279,543	\$18,263	990
Podium Rva	VA	\$279,368	\$56,812	990
Tony Kemp Ministries Inc	IL	\$282,013	\$55,904	990
Eakin Care Program Inc	TN	\$279,179	\$66,396	990
National Veterans Transition	CA	\$282,384	\$30,573	990
Future Giants Corporation	NY	\$278,842	\$118,541	990
Impactful Projects Inc	NC	\$283,355	\$55,241	990
Minnesota Guild Of Public Charter Schools	MN	\$277,177	\$90,090	990
Foundation For Santa Barbara High School	CA	\$276,838	\$41,246	990
Oregon School Activities Assoc Fdtn	OR	\$275,696	\$51,321	990
Women In America Inc	PA	\$275,028	\$160,786	990
Neural Education	WA	\$286,250	\$46,584	990
Nakamoto Project	WY	\$275,000	\$45,892	990
Main Street Steamboat Springs Inc	CO	\$274,514	\$65,607	990
True North Academy Inc	FL	\$274,290	\$14,915	990
Seemore Impact Labs	CO	\$287,011	\$81,668	990
Pre-scientist Inc	MA	\$288,539	\$67,150	990
Homegrown Pathways Inc	CO	\$288,768	\$77,424	990
Center For Restorative Approaches	LA	\$272,231	\$135,153	990
Free Alas	LA	\$272,045	\$90,293	990

ORGANIZATION	STATE	TOTAL REVENUE	TOTAL COMP	SOURCE
Fan4kids	NJ	\$289,424	\$32,459	990
Northbridge College Success Program	AZ	\$271,734	\$64,779	990
Hartford Parent University	CT	\$271,620	\$70,374	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 MO 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 436 organizations. Compensation range \$10–\$424,390; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$280,631); for reference, expenses \$368,962 and assets \$571,191.

ROLE MATCH Sara Hagen, reported title “—”, benchmarked as Executive Director / CEO. **Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.**

RELATED-ORG PAY 22 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

OUTLIERS 12 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	87th
Total compensation (D + F), as reported (no adjustments)	84th
Reportable pay only (column D), adjusted	87th
All sources (D + E + F), adjusted	83rd

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 (Sara Hagen) 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 436 similarly situated organizations (Same NTEE sector (B90), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$91,371 is reasonable (approximately the 87th 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.