

# Millersville International House

Executive Director / CEO

EIN **261079598**  
 PA · NTEE B99  
 FY ending 2023-12-31  
**June 9, 2026**

This analysis benchmarks the total compensation of **Michael Hershey, Executive Director / CEO** (\$35,500) 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 31<sup>st</sup> percentile of comparable organizations**

within the typical range

**Benchmarked executive:** Michael Hershey — reported title “DIRECTOR OF OPERATIONS”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

## How comparable organizations were selected

**SECTOR** Organizations sharing the subject's NTEE classification (B99).

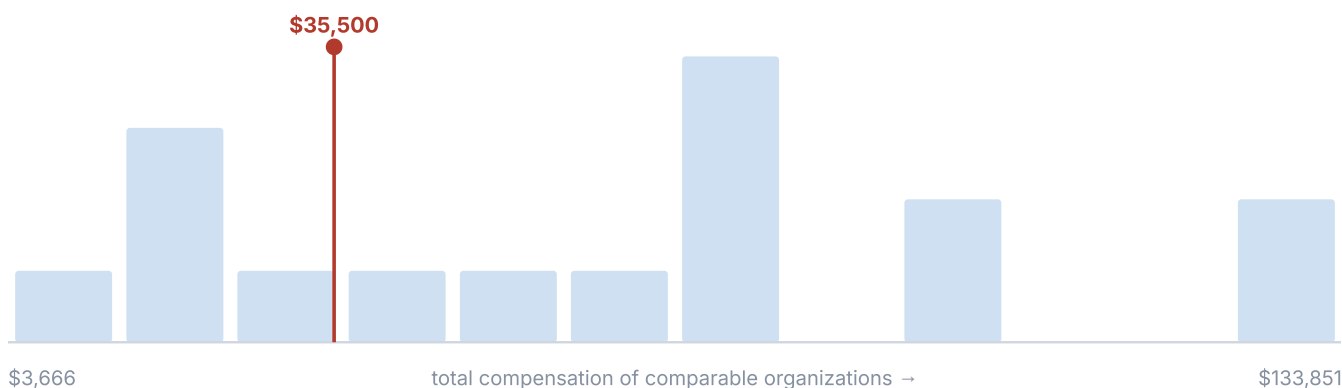
**BUDGET** Total revenue between \$275,378 and \$616,519 — 0.67x to 1.50x the subject's \$411,013 (the band tightens as size grows).

**GEOGRAPHY** Same NTEE sector (B99) + PA + 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



\$16,998

\$26,421

\$68,653

\$82,540

\$113,198

**\$35,500**



## ■ 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 PA 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="#">Cumberland County Bar Association</a>	PA	\$395,243	Executive Di	\$76,065	<b>\$73,883</b>	2024
<a href="#">Kingdom Classical Academy</a>	PA	\$378,121	Head Of School & President	\$23,332	<b>\$23,332</b>	2023
<a href="#">Derry Preschool Inc</a>	PA	\$450,059	Treasurer	\$55,000	<b>\$52,045</b>	2025
<a href="#">Lancaster County Academy</a>	PA	\$475,803	Program Director	\$97,586	<b>\$97,586</b>	2023
<a href="#">Acting Without Boundaries</a>	PA	\$339,370	Executive Dir.	\$3,774	<b>\$3,666</b>	2024
<a href="#">High Oaks Inc</a>	PA	\$487,074	Administrator	\$81,728	<b>\$79,383</b>	2024
<a href="#">International Union Of Operating Engineers Local 95 Training Fund</a>	PA	\$492,222	Chairman/director	\$63,423	<b>\$63,423</b>	2023
<a href="#">Philadelphia Learning Collaborative</a>	PA	\$323,500	Executive Di	\$133,851	<b>\$133,851</b>	2023
<a href="#">Collegiate Empowerment Company Inc</a>	PA	\$501,079	Executive Producer	\$28,261	<b>\$27,450</b>	2024
<a href="#">Pennsylvania Association Of Federal</a>	PA	\$508,443	Executive Dir.	\$20,000	<b>\$19,426</b>	2024
<a href="#">Community Education Council Of Elk And</a>	PA	\$531,744	Executive Director	\$76,142	<b>\$73,957</b>	2024
<a href="#">Eastern Communication Association</a>	PA	\$277,734	Executive Di	\$15,000	<b>\$14,570</b>	2024
<a href="#">Global Exploration For Educators</a>	PA	\$577,295	Exec. Dir. P	\$132,615	<b>\$128,810</b>	2024
<a href="#">Delaware Valley Science Fairs Inc</a>	PA	\$590,668	President & Ceo	\$80,000	<b>\$77,705</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Collegian Inc</a>	PA	\$592,814	Gen Mgr/secretary Until Sep 2024	\$94,729	<b>\$92,011</b>	2024
<a href="#">New City School</a>	PA	\$607,645	Founding Ceo	\$42,000	<b>\$42,000</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to PA 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 PA 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	16 organizations. Compensation range \$3,666–\$133,851; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$411,013); for reference, expenses \$336,794 and assets \$656,119.
ROLE MATCH	Michael Hershey, reported title <i>"DIRECTOR OF OPERATIONS"</i> , benchmarked as Executive Director / CEO. <b>Selected as the organization's highest-paid individual without an exact title match — the board should confirm this is a comparable role.</b>
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	<b>31<sup>st</sup></b>
Total compensation (D + F), as reported (no adjustments)	<b>31<sup>st</sup></b>
Reportable pay only (column D), adjusted	<b>38<sup>th</sup></b>
All sources (D + E + F), adjusted	<b>31<sup>st</sup></b>

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

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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 (Michael Hershey) 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 (B99) + PA + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$35,500 is reasonable (approximately the 31<sup>st</sup> percentile of comparable organizations) and documented the basis for this determination concurrently, on [date], by a vote of [\_\_ for / \_\_ against].

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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.