

University Research Institute

Executive Director / CEO

EIN 274064533

TX · NTEE W05

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Joe M Powell, Executive Director / CEO** (\$27,000) 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 **13th** percentile of comparable organizations below the typical range for comparable organizations

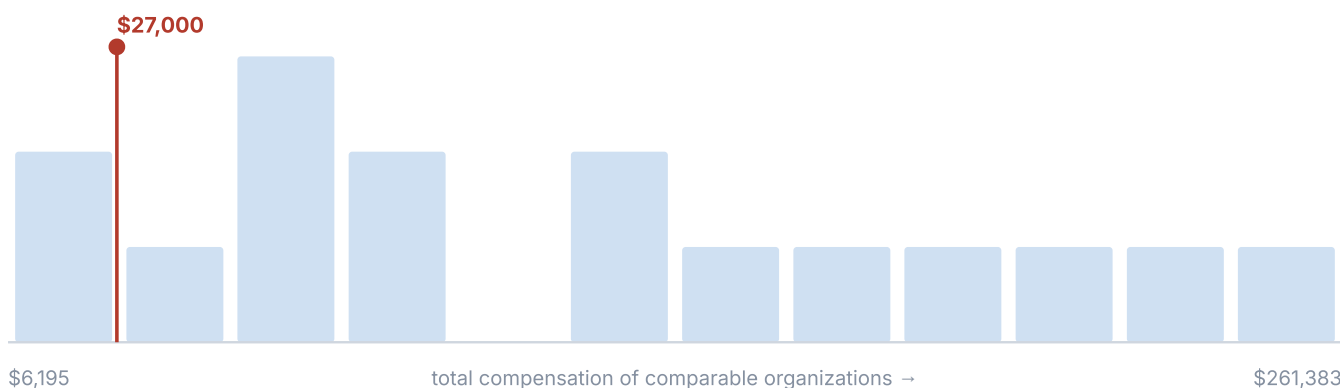
Benchmarked executive: Joe M Powell — reported title “Chairman”, selected as the organization's **highest-paid individual** — no exact title match, so confirm this is a comparable role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (W05).
BUDGET	Total revenue between \$215,073 and \$481,507 — 0.67x to 1.50x the subject's \$321,005 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (W05), 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



\$23,506	\$59,507	\$106,721	\$166,691	\$214,727	\$27,000
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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 TX 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
Driving Ohio Forward	OH	\$318,600	President & Assistant Sec	\$85,700	\$88,138	2024
Salt & Light Global	MI	\$308,472	President	\$57,500	\$57,629	2024
Financial Policy Council Inc	NY	\$307,488	Chairman And President	\$297,897	\$261,383	2024
Unconstrained Analytics Inc	MD	\$341,822	Director	\$159,500	\$144,794	2024
Urbanova	WA	\$367,097	Ceo	\$140,000	\$125,304	2023
Customers First Coalition Inc	WI	\$265,677	Executive Director/directo	\$156,125	\$163,001	2023
Pennsylvania Policy Center	PA	\$389,066	President/ce	\$32,352	\$31,327	2024
Health Information Exchange Of Montana	MT	\$413,429	Executive Director	\$6,075	\$6,195	2025
A Better Wisconsin Together Institute	WI	\$414,610	Executive Director	\$15,467	\$15,685	2024
The National Foundation For	VA	\$421,029	Executive Di	\$242,406	\$227,267	2024
The Decoding Culture Foundation	NC	\$220,607	President	\$64,992	\$65,207	2024
Activatesa	TX	\$218,027	Executive Director	\$60,133	\$60,133	2023
Citizens For Local Power Inc	NY	\$435,324	Former Executive Director	\$80,000	\$70,194	2024
Defi Education Fund	DC	\$438,672	Ceo	\$230,477	\$202,187	2023
Tobin Project Inc	MA	\$463,981	Director Of Research	\$147,799	\$132,773	2023
Transportation Solutions Foundation	CO	\$465,105	Executive Di	\$190,920	\$177,762	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TX 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 TX 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 \$6,195–\$261,383; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$321,005); for reference, expenses \$297,210 and assets \$590,925.
ROLE MATCH	Joe M Powell, reported title " <i>Chairman</i> ", 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	3 peers 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	13 th
Total compensation (D + F), as reported (no adjustments)	13 th
Reportable pay only (column D), adjusted	19 th
All sources (D + E + F), adjusted	0 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 (Joe M Powell) 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 (W05), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$27,000 is reasonable (approximately the 13th 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.