

# Carmel Clay Education Foundation

Executive Director / CEO

EIN 356066912  
 IN · NTEE B82Z  
 FY ending 2023-06-30  
 June 9, 2026

This analysis benchmarks the total compensation of **Jennifer Penix, Executive Director / CEO** (\$82,352) against **every comparable organization** that fit the selection criteria — **227** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **78<sup>th</sup>** percentile of comparable organizations within the typical range

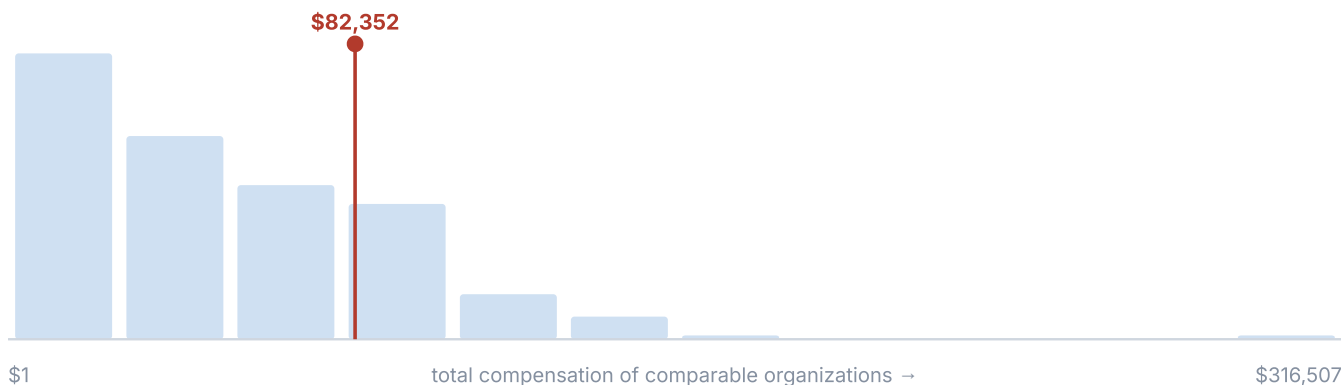
**Benchmarked executive:** Jennifer Penix — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B82Z).
BUDGET	Total revenue between \$246,018 and \$550,788 — 0.67x to 1.50x the subject's \$367,192 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B82), nationwide + budget 0.67–1.5x revenue.

**227** organizations qualified on sector, size, and geography → **227** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$7,948	\$20,391	\$42,407	\$79,061	\$103,682	<b>\$82,352</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 IN 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="#">Florence Bernard - Alta Miller</a>	MD	\$368,118	Trustee	\$54,899	<b>\$47,274</b>	2024
<a href="#">Ashby Legacy Fund</a>	MN	\$365,388	President	\$24,000	<b>\$21,842</b>	2024
<a href="#">Alabama B'nai B'rith Hillel Foundation</a>	AL	\$369,891	Director	\$99,273	<b>\$98,782</b>	2024
<a href="#">Sanger Education Foundation Inc</a>	TX	\$370,741	Executive Dir.	\$46,000	<b>\$42,382</b>	2024
<a href="#">Irish Fellowship Educational &amp;</a>	IL	\$370,872	Executive Director	\$36,000	<b>\$33,561</b>	2023
<a href="#">Sustainable Tulsa Inc</a>	OK	\$361,589	Executive Dir.	\$103,188	<b>\$104,655</b>	2024
<a href="#">Kentucky Engineering Foundationinc</a>	KY	\$360,898	Executive Di	\$4,532	<b>\$4,370</b>	2025
<a href="#">Echoes Of Hope</a>	CA	\$373,618	Executive Dir.	\$103,000	<b>\$84,339</b>	2023
<a href="#">Brian M Anselmo Memorial</a>	MO	\$359,794	Executive Di	\$79,992	<b>\$80,341</b>	2023
<a href="#">Public Relations Society Of</a>	NY	\$359,503	Cfo	\$57,668	<b>\$47,997</b>	2024
<a href="#">Corporation For Global Community</a>	MS	\$374,915	Emeritus - Founding Member	\$50,470	<b>\$51,774</b>	2024
<a href="#">Tracy Andrus Foundation</a>	TX	\$359,271	President & Ceo	\$67,500	<b>\$64,028</b>	2023
<a href="#">Help 2 Others Foundation</a>	AL	\$376,377	Executive Director	\$92,000	<b>\$91,545</b>	2024
<a href="#">Wonderfolk</a>	OR	\$357,451	Executive Director	\$65,000	<b>\$57,240</b>	2023
<a href="#">Fort Bend Forward Inc</a>	TX	\$357,207	President And Ceo	\$9,606	<b>\$9,112</b>	2023
<a href="#">Oregon Schools Foundation</a>	OH	\$377,264	Executive Dir.	\$12,000	<b>\$12,052</b>	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Washington State Potato Foundation</a>	WA	\$377,968	Executive Director	\$81,332	<b>\$67,069</b>	2024
<a href="#">Machine Tool Technologies</a>	CA	\$355,329	President	\$144,000	<b>\$114,529</b>	2024
<a href="#">Texas Tennis Coaches Association</a>	TX	\$354,243	Executive Director Exec Committee	\$45,000	<b>\$41,461</b>	2024
<a href="#">If Given A Chance</a>	CA	\$382,130	Executive Director	\$69,658	<b>\$55,402</b>	2024
<a href="#">North Platte Public Schools</a>	NE	\$351,554	Executive Di	\$59,568	<b>\$57,490</b>	2025
<a href="#">Foundation For Excellence In Long Term</a>	PA	\$384,565	President & Ceo	\$45,420	<b>\$41,719</b>	2024
<a href="#">Inspire Health Foundation Inc</a>	KS	\$349,003	Chief Executive Officer	\$23,229	<b>\$23,797</b>	2023
<a href="#">1000 Dreams Fund</a>	DC	\$385,648	Ceo	\$9,460	<b>\$7,646</b>	2024
<a href="#">Pittsburgh Jewish Pre-kindergarten</a>	PA	\$386,116	President	\$50,440	<b>\$47,698</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to IN 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 IN 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	227 organizations. Compensation range \$1–\$316,507; filing years 2022–2025.
SIZE BASIS	Matched on total revenue (\$367,192); for reference, expenses \$382,233 and assets \$2,242,333.
ROLE MATCH	Jennifer Penix, reported title "EXECUTIVE DIRECTOR", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY	62 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	1 peer 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	78 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	73 <sup>rd</sup>
Reportable pay only (column D), adjusted	83 <sup>rd</sup>
All sources (D + E + F), adjusted	56 <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 (Jennifer Penix) 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 227 similarly situated organizations (Same NTEE sector (B82), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$82,352 is reasonable (approximately the 78<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.