

# Emerging Scholars Program Inc

Executive Director / CEO

EIN 412063863

VA · NTEE B90

FY ending 2024-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Ruth Hazel, Executive Director / CEO** (\$54,250) against **every comparable organization** that fit the selection criteria — **417** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **49<sup>th</sup>** percentile of comparable organizations within the typical range

**Benchmarked executive:** Ruth Hazel — 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 (B90).
BUDGET	Total revenue between \$178,889 and \$400,498 — 0.67x to 1.50x the subject's \$266,999 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B90), nationwide + budget 0.67–1.5x revenue.

**417** organizations qualified on sector, size, and geography → **417** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$12,899	\$29,280	\$54,527	\$78,067	\$105,468	\$54,250
----------	----------	----------	----------	-----------	----------



## ● 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 VA 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="#">Thoreau Community Center</a>	NM	\$266,920	Executive Director	\$54,198	<b>\$62,157</b>	2023
<a href="#">Climb The Mountain Speech And Debate Foundation</a>	WA	\$267,206	Executive Director	\$42,000	<b>\$38,945</b>	2024
<a href="#">Love Chloe Foundation</a>	KS	\$267,387	President	\$45,971	<b>\$52,956</b>	2023
<a href="#">Dramatic Truth Ministries</a>	MO	\$267,554	Director Of Operations	\$1,890	<b>\$2,073</b>	2024
<a href="#">Chicago Pre-college Science And Engineering Program</a>	IL	\$266,198	President And Ceo	\$38,240	<b>\$38,936</b>	2024
<a href="#">Uasc International</a>	SC	\$266,094	Executive Director	\$24,025	<b>\$26,725</b>	2023
<a href="#">Computer Banc</a>	IL	\$268,034	Executive Dir.	\$75,000	<b>\$78,620</b>	2023
<a href="#">Emerald Ballet Theatre</a>	WA	\$265,923	President	\$16,500	<b>\$15,751</b>	2023
<a href="#">Fusion Homeschooling Inc</a>	TN	\$265,773	President	\$10,585	<b>\$11,864</b>	2023
<a href="#">New York Math Circle Inc</a>	NY	\$268,290	President	\$98,664	<b>\$92,337</b>	2024
<a href="#">Native American Fitness Council</a>	CO	\$265,621	President & Ceo	\$70,000	<b>\$71,570</b>	2023
<a href="#">Amazing Grace Virtual Academy</a>	MN	\$265,554	Executive Director	\$39,863	<b>\$40,795</b>	2024
<a href="#">Pennsylvania School Counselors</a>	PA	\$264,222	Executive Di	\$14,444	<b>\$14,534</b>	2025
<a href="#">The Educational Foundation Of The</a>	KY	\$264,194	Ceo	\$18,726	<b>\$20,837</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Camp Hope Of Southwest Washington</a>	WA	\$269,860	Executive Dir.	\$42,000	<b>\$38,945</b>	2024
<a href="#">Glowmundo Creations Inc</a>	CO	\$270,082	Executive Director / Presi	\$90,000	<b>\$92,018</b>	2023
<a href="#">Pastors For Texas Children</a>	TX	\$263,846	Executive Director	\$110,000	<b>\$117,327</b>	2023
<a href="#">Ethos Education Group</a>	TX	\$263,552	President	\$10,400	<b>\$11,093</b>	2023
<a href="#">Educators Leading The Profession</a>	IN	\$270,500	Executive Director	\$197,004	<b>\$215,166</b>	2024
<a href="#">Words In The Wild</a>	CA	\$270,630	Executive Dir.	\$24,320	<b>\$21,750</b>	2024
<a href="#">Return To Roots Learning Community</a>	NH	\$270,669	Director	\$54,843	<b>\$52,447</b>	2024
<a href="#">Lrlean Inc</a>	AL	\$263,291	Executive Director	\$42,758	<b>\$49,255</b>	2023
<a href="#">Joshua 19 A Non Profit Organization</a>	WA	\$271,035	President, Executive Director, Summit Seekers Director And Teacher	\$60,565	<b>\$54,712</b>	2025
<a href="#">Inspireducation Inc</a>	OH	\$271,292	Executive Director	\$48,375	<b>\$54,632</b>	2023
<a href="#">Phoenix Union Partnership Of Business And Education</a>	AZ	\$262,467	Executive Director	\$59,600	<b>\$61,117</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to VA 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 VA 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	417 organizations. Compensation range \$11–\$465,535; filing years 2021–2025.
SIZE BASIS	Matched on total revenue (\$266,999); for reference, expenses \$311,626 and assets \$22,323.
ROLE MATCH	Ruth Hazel, reported title "Executive Director", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	20 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	10 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	49 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	51 <sup>st</sup>
Reportable pay only (column D), adjusted	51 <sup>st</sup>
All sources (D + E + F), adjusted	46 <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 (Ruth Hazel) 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 417 similarly situated organizations (Same NTEE sector (B90), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$54,250 is reasonable (approximately the 49<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.