

# Universities Council On Water

Executive Director / CEO

EIN 470617822

IL · NTEE B034

FY ending 2023-06-30

June 10, 2026

This analysis benchmarks the total compensation of **Karl Willard, Executive Director / CEO** (\$104,938) against **every comparable organization** that fit the selection criteria — **73** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **89<sup>th</sup>** percentile of comparable organizations within the typical range

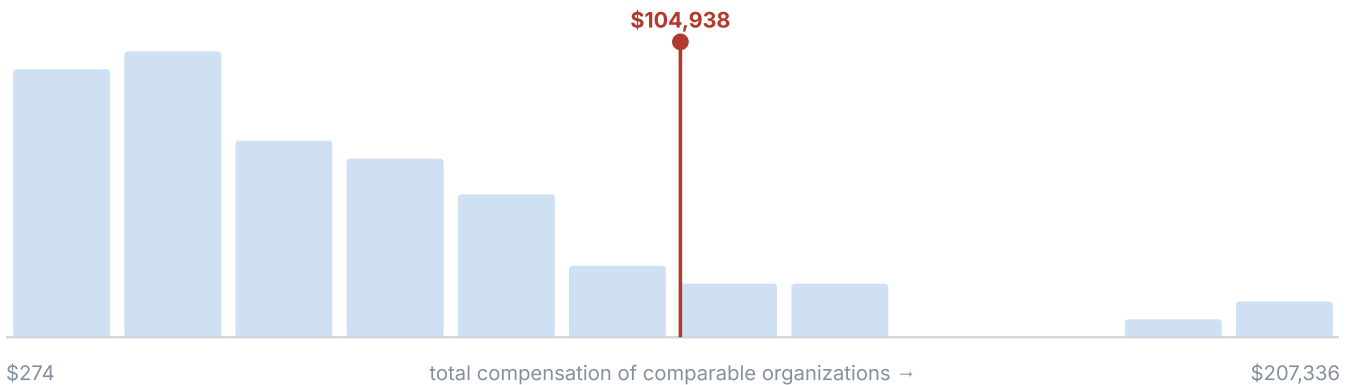
**Benchmarked executive:** Karl Willard — reported title “EXECUTIVE DIRECTOR”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B034).
BUDGET	Total revenue between \$182,985 and \$409,668 — 0.67x to 1.50x the subject's \$273,112 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B03), nationwide + budget 0.67–1.5x revenue.

**73** organizations qualified on sector, size, and geography → **73** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$7,085	\$20,984	\$42,761	\$80,853	\$105,014	<b>\$104,938</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 IL 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="#">Schuylkill Community Education Council</a>	PA	\$273,566	Executive Direc	\$103,805	<b>\$105,296</b>	2023
<a href="#">California Association Of</a>	CA	\$269,871	Executive Dir.	\$217,913	<b>\$185,908</b>	2024
<a href="#">Midwest Principals Center Inc</a>	IL	\$276,507	Co-director	\$47,532	<b>\$46,168</b>	2024
<a href="#">Mass Assoc For Health Physical</a>	MA	\$267,123	Executive Di	\$65,611	<b>\$58,251</b>	2024
<a href="#">North Texas Chapter Of The National</a>	TX	\$263,912	Executive Dir.	\$85,500	<b>\$86,995</b>	2023
<a href="#">Consortium For Entrepreneurship</a>	WV	\$283,070	Ceo	\$75,000	<b>\$82,600</b>	2023
<a href="#">New Jersey Association For College</a>	NJ	\$263,150	Exe. Assist.	\$22,353	<b>\$20,300</b>	2023
<a href="#">Southeast Missouri Preparatory School</a>	MO	\$261,800	President	\$30,666	<b>\$31,262</b>	2025
<a href="#">National Association Of Corporate Directors - Chicago Chapter</a>	IL	\$260,305	Executive Director	\$130,004	<b>\$126,274</b>	2024
<a href="#">Maine Music Educators Association</a>	ME	\$259,983	Executive Director	\$20,602	<b>\$20,984</b>	2023
<a href="#">Washington State Music Teachers</a>	WA	\$287,883	President	\$1,000	<b>\$884</b>	2024
<a href="#">Northeast Greek Leadership</a>	PA	\$258,306	Executive Di	\$49,781	<b>\$49,047</b>	2024
<a href="#">New England Center For Attention</a>	VT	\$257,226	Executive Dir.	\$120,000	<b>\$122,857</b>	2023
<a href="#">Lone Star State School Counselor Association</a>	TX	\$256,187	Executive Director	\$23,260	<b>\$22,988</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Delaware Mathematics Coalition Inc</a>	DE	\$290,372	Executive Officer	\$54,213	<b>\$52,446</b>	2024
<a href="#">National Council On School Facilities</a>	DC	\$255,554	Former Executive Director	\$23,505	<b>\$20,379</b>	2024
<a href="#">Meadowlands Regional 2040 Foundation Inc</a>	NJ	\$253,386	President & Ceo	\$7,311	<b>\$6,449</b>	2024
<a href="#">Consortium For North American Higher Education Collaboration Con</a>	AZ	\$253,145	Executive Director And Treasurer	\$13,266	<b>\$12,605</b>	2024
<a href="#">Dyslexia Center Of Austin</a>	TX	\$252,836	Executive Dir.	\$36,000	<b>\$36,630</b>	2023
<a href="#">Association For Practical &amp; Professional</a>	IN	\$249,118	Executive Director	\$50,000	<b>\$50,752</b>	2025
<a href="#">The Association Of Asset Management Prof</a>	NE	\$248,153	President	\$250	<b>\$274</b>	2023
<a href="#">Gamma Iota Sigma Foundation</a>	OH	\$246,200	Executive Director	\$5,056	<b>\$5,291</b>	2024
<a href="#">Oregon Music Teachers</a>	OR	\$300,071	District Pre	\$2,511	<b>\$2,244</b>	2025
<a href="#">National Prevention Science Coalition To Improve Lives Inc</a>	CA	\$300,201	Co-director	\$10,000	<b>\$8,531</b>	2024
<a href="#">Indiana Head Start Association Inc</a>	IN	\$301,197	Executive Director	\$99,711	<b>\$103,888</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to IL 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 IL 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	73 organizations. Compensation range \$274–\$207,336; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$273,112); for reference, expenses \$288,307 and assets \$253,929.
ROLE MATCH	Karl Willard, reported title " <i>EXECUTIVE DIRECTOR</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	5 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	3 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	89 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	90 <sup>th</sup>
Reportable pay only (column D), adjusted	89 <sup>th</sup>
All sources (D + E + F), adjusted	82 <sup>nd</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 (Karl Willard) 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 10, 2026, comparing compensation against 73 similarly situated organizations (Same NTEE sector (B03), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$104,938 is reasonable (approximately the 89<sup>th</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 10, 2026.