

Atlantic University

Executive Director / CEO

EIN 540784341
 VA · NTEE B43Z
 FY ending 2023-12-31
June 9, 2026

This analysis benchmarks the total compensation of **Nicole Charles, Executive Director / CEO** (\$10,989) against **every comparable organization** that fit the selection criteria — **18** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the 6th percentile of comparable organizations

below the typical range for comparable organizations

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

How comparable organizations were selected

SECTOR Organizations sharing the subject's NTEE classification (B43Z).

BUDGET Total revenue between \$305,478 and \$683,907 — 0.67x to 1.50x the subject's \$455,938 (the band tightens as size grows).

GEOGRAPHY Same NTEE sector (B43), nationwide + budget 0.67–1.5x revenue.

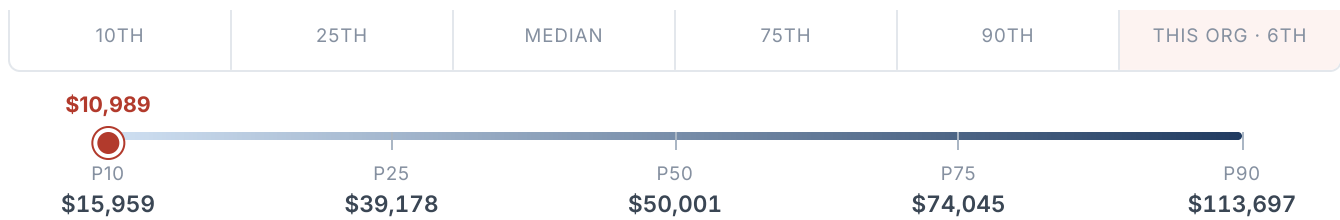
18 organizations qualified on sector, size, and geography

→ **18** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$15,959	\$39,178	\$50,001	\$74,045	\$113,697	\$10,989
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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 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
Cabrini Legacy Corporation	PA	\$446,766	Interim President To August 2024	\$382,188	\$373,524	2025
Horizon University Inc	IN	\$417,564	President	\$16,450	\$17,001	2025
Mortar Board Inc	OH	\$518,676	Executive Di	\$105,575	\$112,488	2024
Taylor University Foundation Inc	IN	\$391,432	Executive Director	\$36,913	\$39,159	2024
Hedl Llc	UT	\$375,390	Manager	\$8,028	\$8,510	2023
Teleo University	MN	\$364,052	President Ceo	\$60,000	\$59,641	2024
Notre Dame De La Baie Foundation Inc	WI	\$362,809	Exec. Director Of Fin. & B	\$39,158	\$41,140	2024
Humboldt State University Center	CA	\$355,447	Executive Director	\$91,643	\$77,554	2025
21st Century Global Missions	MS	\$559,335	Officer	\$53,979	\$60,478	2024
Oregon Club Of Eugene-springfield	OR	\$351,370	Exec. Direct	\$51,862	\$48,449	2024
Brigham Young University Alumni Llc	UT	\$569,074	Manager	\$13,137	\$13,526	2024
Achievement Rewards For College	WA	\$597,661	Director Of Operations	\$87,743	\$81,360	2023
The Foundation Of The University Of	NC	\$599,858	Executive Director	\$44,171	\$45,913	2024
Metropolitan Bridgeport Inc	CT	\$311,904	President	\$119,988	\$116,517	2023

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
The Cornerstone Bible College And Seminary	CA	\$309,977	President/ceo	\$60,918	\$51,553	2025
Stanley-university Of Iowa Foundation Support Organization	IA	\$631,187	Secretary/director	\$57,665	\$63,517	2024
Southwest Tennessee Community College	TN	\$636,217	President, Southwest Tennessee	\$36,041	\$39,236	2023
Jubilee University	MO	\$680,719	Board Member	\$17,600	\$18,269	2025

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to VA 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 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.

■ Sample, role match & sensitivity

PEER COUNT 18 organizations. Compensation range \$8,510–\$373,524; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$455,938); for reference, expenses \$340,921 and assets \$874,659.

ROLE MATCH Nicole Charles, reported title *"EXECUTIVE DIRECTOR/CEO"*, benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY 8 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	6 th
Total compensation (D + F), as reported (no adjustments)	6 th
Reportable pay only (column D), adjusted	0 th
All sources (D + E + F), adjusted	56 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 (Nicole Charles) 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 18 similarly situated organizations (Same NTEE sector (B43), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$10,989 is reasonable (approximately the 6th 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.