

Missions Development International

Executive Director / CEO

EIN 621731612

TN · NTEE Q320

FY ending 2023-06-30

June 10, 2026

This analysis benchmarks the total compensation of **Heather Karls, Executive Director / CEO** (\$78,116) against **every comparable organization** that fit the selection criteria — **34** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **53rd** percentile of comparable organizations within the typical range

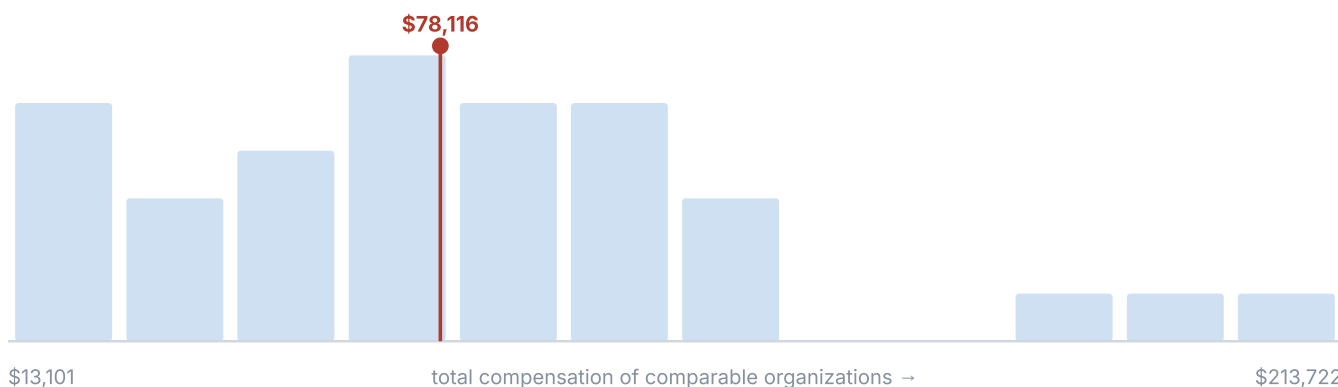
Benchmarked executive: Heather Karls — reported title "PRESIDENT", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (Q320).
BUDGET	Total revenue between \$289,088 and \$647,212 — 0.67x to 1.50x the subject's \$431,475 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (Q32), nationwide + budget 0.67–1.5x revenue.

34 organizations qualified on sector, size, and geography → **34** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$25,311	\$48,165	\$77,082	\$98,260	\$125,690	\$78,116
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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 TN 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
Peri Support Fund Inc	MA	\$432,226	President	\$32,455	\$27,746	2023
Go Love	SC	\$427,042	Executive Director	\$13,200	\$13,101	2023
Sanabel Microfinance Network Of The		\$425,004	Executive Director	\$21,394	\$21,394	2023
Manas Development Group	DC	\$442,276	President	\$29,068	\$24,267	2023
Joycorps Project	AR	\$409,694	Executive Director	\$52,653	\$54,689	2024
Discipling Marketplace Leaders	MI	\$453,546	President	\$50,000	\$47,690	2024
Junior Achievement Of Arkansas Inc	AR	\$460,297	President	\$92,049	\$98,434	2023
Sembrando Sentido Inc	PR	\$460,511	Executive Director	\$99,933	\$97,066	2024
Junior Achievement Of The Michigan	MI	\$390,939	President	\$78,154	\$72,620	2025
The G-24 Liaison Office	DC	\$474,405	Director	\$231,941	\$188,078	2024
Conservation Through Poverty Alleviation International Inc	MA	\$387,360	Managing Director	\$49,763	\$41,322	2024
Georgie Badiel Foundation Inc	NY	\$373,925	Ceo	\$98,010	\$84,256	2023
Soul Foundation Inc	MD	\$372,845	Chair	\$96,921	\$83,730	2024
Thomas Jefferson Institute For The Study Of World Politics	DC	\$365,689	President	\$256,004	\$213,722	2023
Up Global Inc	KS	\$501,549	President	\$62,390	\$62,283	2024
The Children's Mission	CA	\$502,446	U.s. Director	\$41,665	\$32,388	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Junior Achievement Of Southern Ma	MA	\$346,789	President & Ceo	\$90,424	\$77,303	2023
Junior Achievement Of Eastern North	NC	\$345,533	President And Ceo	\$105,074	\$97,738	2025
Junior Achievement Of Greater First Ladies Initiative	VA	\$518,535	Past Preside	\$100,750	\$87,574	2025
Junior Achievement Of The Ocoee Region	TN	\$310,470	President	\$93,593	\$88,565	2025
Junior Achievement Of Southwest	VA	\$302,302	President	\$82,581	\$73,680	2024
One World Goods Inc	NY	\$300,498	Store Manager	\$59,387	\$49,588	2024
Junior Achievement Of Northwestern Ohio	OH	\$563,233	President	\$121,986	\$119,389	2024
Junior Achievement Of The Triad Inc	NC	\$567,930	President/ceo	\$113,225	\$108,107	2024

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to TN 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 TN 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 34 organizations. Compensation range \$13,101–\$213,722; filing years 2023–2025.

SIZE BASIS Matched on total revenue (\$431,475); for reference, expenses \$549,671 and assets \$274,999.

ROLE MATCH Heather Karls, reported title "*PRESIDENT*", benchmarked as Executive Director / CEO. The title maps directly to this role.

RELATED-ORG PAY	3 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	53 rd
Total compensation (D + F), as reported (no adjustments)	35 th
Reportable pay only (column D), adjusted	56 th
All sources (D + E + F), adjusted	47 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 (Heather Karls) 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 34 similarly situated organizations (Same NTEE sector (Q32), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$78,116 is reasonable (approximately the 53rd 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 10, 2026.