

# Dartmouth Dragon Foundation Inc

Executive Director / CEO

EIN **822783783**  
 NH · NTEE B82  
 FY ending 2023-12-31  
**June 9, 2026**

This analysis benchmarks the total compensation of **Shafika Khayatt - Term Ended 6223, Executive Director / CEO** (\$96,000) against **every comparable organization** that fit the selection criteria — **210** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **86<sup>th</sup>** percentile of comparable organizations within the typical range

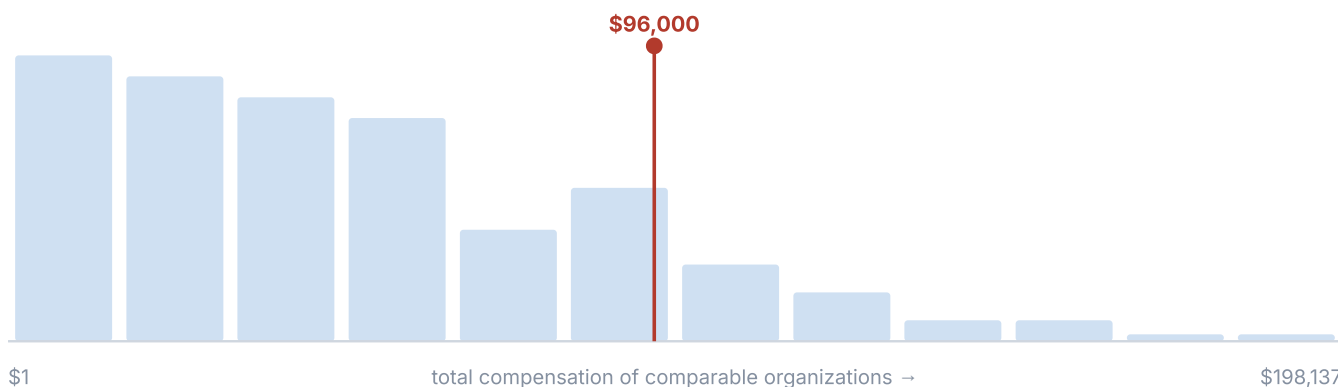
**Benchmarked executive:** Shafika Khayatt - Term Ended 6223 — reported title “EXEC DIRECTO”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B82).
BUDGET	Total revenue between \$199,139 and \$445,834 — 0.67x to 1.50x the subject's \$297,223 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B82), nationwide + budget 0.67–1.5x revenue.

**210** organizations qualified on sector, size, and geography → **210** within the band form the benchmarked peer set.

## Distribution of comparable compensation



\$7,436	\$22,239	\$47,336	\$78,084	\$107,506	<b>\$96,000</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 NH 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="#">American Public Transportation</a>	DC	\$298,069	President And Ceo, Apta	\$68,023	<b>\$64,646</b>	2023
<a href="#">Barnes-jewish St Peters &amp; Progress</a>	MO	\$295,910	Director/president	\$69,196	<b>\$79,372</b>	2023
<a href="#">Kids Unlimited Inc</a>	FL	\$298,632	President	\$70,000	<b>\$69,174</b>	2024
<a href="#">Wisconsin Credit Union Foundation Inc</a>	WI	\$299,368	Director	\$44,784	<b>\$49,199</b>	2024
<a href="#">Wisconsin Troopers' Benevolent</a>	WI	\$300,169	Secretary/treasurer	\$540	<b>\$594</b>	2024
<a href="#">Mason Isd Scholarship Foundation</a>	TX	\$300,662	Director	\$2,320	<b>\$2,441</b>	2024
<a href="#">Joseph L Wolcott Scholarship Fund</a>	OH	\$292,973	Treasurer	\$6,563	<b>\$7,123</b>	2025
<a href="#">Don Diego Scholarship Foundation</a>	CA	\$302,102	Executive Dir.	\$58,467	<b>\$53,108</b>	2024
<a href="#">Silver State Education Foundation</a>	NV	\$302,277	Chief Executive Officer	\$55,500	<b>\$58,521</b>	2024
<a href="#">School District Of Raytown Ed Foundation</a>	MO	\$302,850	Executive Director	\$44,000	<b>\$50,471</b>	2023
<a href="#">University Club Foundation Inc</a>	DC	\$303,280	Executive Director	\$47,573	<b>\$43,914</b>	2024
<a href="#">Eagle Foundation</a>	PA	\$290,481	Executive Di	\$53,988	<b>\$58,307</b>	2023
<a href="#">Navy League Foundation</a>	VA	\$290,370	Nlus Ceo	\$30,248	<b>\$30,722</b>	2024
<a href="#">Spanish Scholarship Fund</a>	PA	\$290,289	Treasurer/director	\$36,000	<b>\$36,791</b>	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Maine School Of Science And</a>	ME	\$304,316	Executive Di	\$112,142	<b>\$118,124</b>	2024
<a href="#">Nurse Practitioner Healthcare Foundation</a>	WA	\$304,532	President	\$24,000	<b>\$22,603</b>	2024
<a href="#">American College Of Surgeons Foundation</a>	IL	\$304,707	Foundation Execut. Dir (As Of 6/23)	\$8,867	<b>\$9,170</b>	2024
<a href="#">Laradon Foundation Inc</a>	CO	\$288,976	Ceo Thru 4/2	\$9,096	<b>\$8,938</b>	2025
<a href="#">Blessing Hands Inc</a>	KY	\$288,863	Key Employee	\$16,029	<b>\$17,649</b>	2025
<a href="#">Always Giving Back Foundation</a>	IL	\$288,776	Director	\$2,550	<b>\$2,715</b>	2023
<a href="#">Women's Education Project</a>	NY	\$288,300	Exe.director	\$83,000	<b>\$78,896</b>	2024
<a href="#">Habele Outer Island Education Fund</a>	SC	\$307,215	Executive Di	\$135,000	<b>\$152,527</b>	2023
<a href="#">Florida Bankers Educational Foundation</a>	FL	\$307,325	Executive Director	\$24,193	<b>\$23,291</b>	2025
<a href="#">Society Of Explosives Engineers</a>	OH	\$287,106	Executive Director	\$23,936	<b>\$26,668</b>	2024
<a href="#">Impact-u Foundation Inc</a>	MA	\$286,945	Secretary	\$16,609	<b>\$16,164</b>	2023

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to NH 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 NH 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 **210** organizations. Compensation range \$1–\$198,137; filing years 2022–2025.

SIZE BASIS	Matched on total revenue (\$297,223); for reference, expenses \$211,376 and assets \$270,121.
ROLE MATCH	Shafika Khayatt - Term Ended 6223, reported title "EXEC DIRECTO", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	60 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	2 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	86 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	85 <sup>th</sup>
Reportable pay only (column D), adjusted	90 <sup>th</sup>
All sources (D + E + F), adjusted	61 <sup>st</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 (Shafika Khayatt - Term Ended 6223) 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 210 similarly situated organizations (Same NTEE sector (B82), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$96,000 is reasonable (approximately the 86<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 9, 2026.