

# The Serving Way

Executive Director / CEO

EIN 922284245

PA · NTEE W70

FY ending 2023-12-31

June 9, 2026

This analysis benchmarks the total compensation of **Chris Thyberg, Executive Director / CEO** (\$10,667) against **every comparable organization** that fit the selection criteria — **40** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **10<sup>th</sup>** percentile of comparable organizations below the typical range for comparable organizations

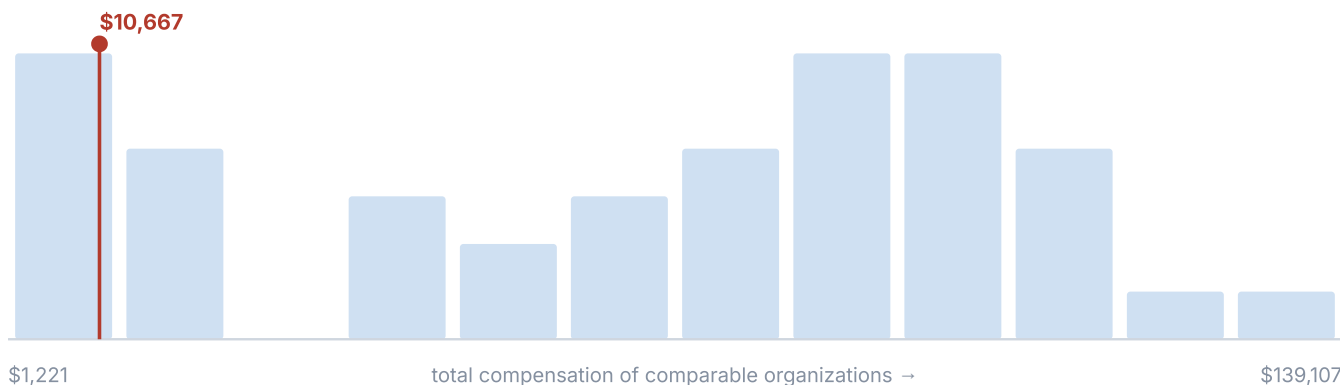
**Benchmarked executive:** Chris Thyberg — reported title “PRESIDENT”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

|           |                                                                                                                           |
|-----------|---------------------------------------------------------------------------------------------------------------------------|
| SECTOR    | Organizations sharing the subject's NTEE classification (W70).                                                            |
| BUDGET    | Total revenue between \$160,927 and \$360,285 — 0.67x to 1.50x the subject's \$240,190 (the band tightens as size grows). |
| GEOGRAPHY | Same NTEE sector (W70), nationwide + budget 0.67–1.5x revenue.                                                            |

**40** organizations qualified on sector, size, and geography → **40** within the band form the benchmarked peer set.

## Distribution of comparable compensation



|          |          |          |          |           |                 |
|----------|----------|----------|----------|-----------|-----------------|
| \$11,036 | \$32,311 | \$77,511 | \$95,979 | \$106,265 | <b>\$10,667</b> |
|----------|----------|----------|----------|-----------|-----------------|



## ■ 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 PA 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="#">Purposequest International Inc</a>      | PA    | \$242,579 | President/chairman | \$10,428        | <b>\$10,428</b>  | 2023 |
| <a href="#">Greater Missouri Leadership</a>         | MO    | \$235,713 | Executive Di       | \$95,000        | <b>\$100,899</b> | 2023 |
| <a href="#">Leadership Training International</a>   | VA    | \$247,977 | President/ce       | \$81,292        | <b>\$76,451</b>  | 2024 |
| <a href="#">Leading For Change Inc</a>              | AZ    | \$231,487 | President & Ceo    | \$109,740       | <b>\$102,796</b> | 2024 |
| <a href="#">Women Of Color Roar Media</a>           | CA    | \$249,608 | President          | \$65,000        | <b>\$54,668</b>  | 2024 |
| <a href="#">Leadership Ashtabula County Inc</a>     | OH    | \$252,148 | Executive Director | \$63,059        | <b>\$66,974</b>  | 2023 |
| <a href="#">Lideramos</a>                           | CO    | \$227,132 | Executive Dir.     | \$102,451       | <b>\$95,685</b>  | 2024 |
| <a href="#">Rise Up Woman International</a>         | IN    | \$226,790 | President          | \$10,500        | <b>\$11,104</b>  | 2023 |
| <a href="#">Hope Anchor &amp; Crew Inc</a>          | IN    | \$226,571 | President          | \$38,077        | <b>\$40,266</b>  | 2023 |
| <a href="#">Leadership Lorain County Inc</a>        | OH    | \$224,812 | President & Ceo    | \$75,800        | <b>\$78,196</b>  | 2024 |
| <a href="#">Black Leadership &amp; Legacies Inc</a> | IN    | \$256,064 | President          | \$61,500        | <b>\$63,170</b>  | 2024 |
| <a href="#">The Jackson Institute Inc</a>           | GA    | \$256,657 | Chairman           | \$142,041       | <b>\$139,107</b> | 2024 |
| <a href="#">Ventura County Leadership Academy</a>   | CA    | \$258,726 | Executive Director | \$136,277       | <b>\$111,662</b> | 2025 |
| <a href="#">Move For America</a>                    | MN    | \$220,083 | Executive Director | \$7,500         | <b>\$7,431</b>   | 2023 |

| ORGANIZATION                                             | STATE | REVENUE   | MATCHED TITLE                             | COMP<br>(REPORTED) | COMP<br>(ADJUSTED) | FY   |
|----------------------------------------------------------|-------|-----------|-------------------------------------------|--------------------|--------------------|------|
| <a href="#">Leadership Oakland</a>                       | MI    | \$260,741 | Executive Director                        | \$82,000           | <b>\$82,437</b>    | 2024 |
| <a href="#">Mclaran Leadership Foundation</a>            | OR    | \$217,633 | Executive Director                        | \$15,154           | <b>\$13,707</b>    | 2024 |
| <a href="#">Georgia Athletic Directors Association</a>   | GA    | \$214,748 | Executive Director                        | \$6,000            | <b>\$5,876</b>     | 2024 |
| <a href="#">Board Development Systems Inc</a>            | TX    | \$267,973 | President/ce                              | \$87,729           | <b>\$85,475</b>    | 2024 |
| <a href="#">Catawba Valley Leadership Foundation Inc</a> | NC    | \$212,187 | Foundation Director                       | \$42,375           | <b>\$42,646</b>    | 2024 |
| <a href="#">Shannon Leadership Institute</a>             | MN    | \$208,093 | Executive Director<br>(Through July 2024) | \$12,500           | <b>\$12,030</b>    | 2024 |
| <a href="#">Bold Leadership Network</a>                  | SC    | \$206,208 | Secretary                                 | \$18,540           | <b>\$19,395</b>    | 2023 |
| <a href="#">Technical College Directors Association</a>  | GA    | \$204,001 | Executive Dir.                            | \$120,000          | <b>\$117,521</b>   | 2024 |
| <a href="#">The Michiana Leadership Center Inc</a>       | IN    | \$281,067 | Executive Director                        | \$75,542           | <b>\$79,884</b>    | 2023 |
| <a href="#">American Leadership Forum Tacoma</a>         | WA    | \$198,320 | President                                 | \$24,700           | <b>\$20,984</b>    | 2025 |
| <a href="#">Barbara Jean Brown Foundation</a>            | WA    | \$286,334 | Secretary                                 | \$1,400            | <b>\$1,221</b>     | 2024 |

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to PA 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 PA 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      | 40 organizations. Compensation range \$1,221–\$139,107; filing years 2023–2025.                                                                                                                                        |
| SIZE BASIS      | Matched on total revenue (\$240,190); for reference, expenses \$66,290 and assets \$197,803.<br><b>Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.</b> |
| ROLE MATCH      | Chris Thyberg, 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.                                                                                  |

Sensitivity — the subject's percentile under alternative compensation definitions:

| BASIS                                                                                   | SUBJECT PERCENTILE |
|-----------------------------------------------------------------------------------------|--------------------|
| Total compensation (D + F), cost-of-living + inflation adjusted — the PeerBasis default | 10 <sup>th</sup>   |
| Total compensation (D + F), as reported (no adjustments)                                | 13 <sup>th</sup>   |
| Reportable pay only (column D), adjusted                                                | 15 <sup>th</sup>   |
| All sources (D + E + F), adjusted                                                       | 10 <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 (Chris Thyberg) 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 40 similarly situated organizations (Same NTEE sector (W70), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$10,667 is reasonable (approximately the 10<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.