

# Bridgewater Alumni Association

Executive Director / CEO

EIN 042199546  
 MA · NTEE B840  
 FY ending 2023-06-30  
 June 9, 2026

This analysis benchmarks the total compensation of **Elizabeth Dubuque, Executive Director / CEO** (\$45,917) 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 **78<sup>th</sup>** percentile of comparable organizations within the typical range

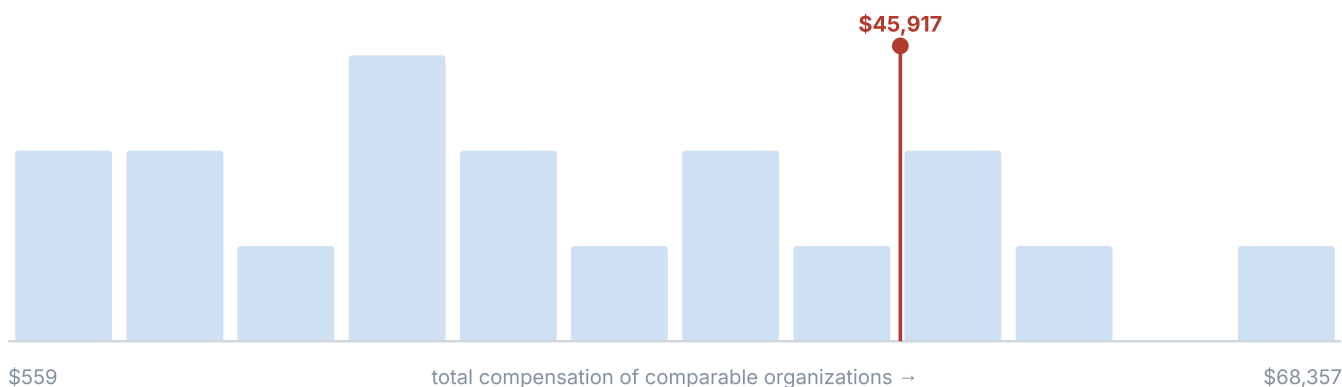
**Benchmarked executive:** Elizabeth Dubuque — reported title “EXECUTIVE DIRECTOR, ALUMNI AND DEVELOPMENT”, a **direct title match** to the Executive Director / CEO role.

## How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B840).
BUDGET	Total revenue between \$96,443 and \$215,917 — 0.67x to 1.50x the subject's \$143,945 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B84), 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



\$4,758	\$17,761	\$25,058	\$42,419	\$51,347	\$45,917
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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 MA 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="#">Aiesec Life Inc</a>	PA	\$148,333	Executive Director	\$32,810	<b>\$35,366</b>	2024
<a href="#">Bernard M Baruch College</a>	NY	\$136,183	Executive Director	\$53,031	<b>\$51,797</b>	2024
<a href="#">The Alumni Association Of The University</a>	NC	\$129,144	Executive Director	\$22,524	<b>\$24,508</b>	2025
<a href="#">Shamokin Area Hs Alumni Assoc Ed</a>	PA	\$160,098	Treasurer	\$725	<b>\$781</b>	2024
<a href="#">United States Japan Exchange And Teaching Programme Alumni Association</a>	DC	\$163,133	Executive Director	\$70,000	<b>\$68,357</b>	2023
<a href="#">The Colgate University</a>	NY	\$122,839	Executive Secretary	\$21,629	<b>\$21,750</b>	2023
<a href="#">Fulton Public Schools Foundation</a>	MO	\$120,573	Executive Di	\$18,000	<b>\$20,608</b>	2024
<a href="#">Georgia College &amp; State University</a>	GA	\$120,519	Executive Director, Ex-officio Gcsu	\$5,946	<b>\$6,462</b>	2024
<a href="#">William Paterson University Of</a>	NJ	\$119,945	Executive Director	\$48,380	<b>\$48,069</b>	2023
<a href="#">Alumni Association Of The</a>	DC	\$117,622	Executive Director	\$40,204	<b>\$39,261</b>	2023
<a href="#">Seneca Past And Present Inc</a>	KY	\$182,199	Treasurer	\$25,354	<b>\$29,444</b>	2024
<a href="#">District Foxtrot Of The Clemson</a>	SC	\$186,690	Executive Director	\$9,284	<b>\$10,778</b>	2023
<a href="#">Omaha South High Alumni Association</a>	NE	\$192,684	Treasurer	\$14,046	<b>\$16,812</b>	2023
<a href="#">Minot Public School Foundation</a>	ND	\$196,246	Executive Director	\$43,125	<b>\$51,154</b>	2024

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
<a href="#">Alumni Association Of Southern Illinois</a>	IL	\$196,551	Assoc. Vice Chancellor For Adv/ed Of Alumni And Do	\$40,909	<b>\$43,471</b>	2024
<a href="#">Maitland E Smith Scholarship House</a>	KS	\$198,902	Executive Di	\$21,300	<b>\$25,607</b>	2023
<a href="#">Farmington Educational</a>	MO	\$202,762	Executive Di	\$20,000	<b>\$22,306</b>	2025
<a href="#">Alumni Association Of Fitchburg</a>	MA	\$203,774	Secretary/tr	\$575	<b>\$559</b>	2024

**Comp (reported)** is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MA 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 MA 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	18 organizations. Compensation range \$559–\$68,357; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$143,945); for reference, expenses \$233,517 and assets \$6,651,182. <b>Revenue and expenses diverge this year — revenue may misrepresent operating size; weigh the expense-based view.</b>
ROLE MATCH	Elizabeth Dubuque, reported title <i>"EXECUTIVE DIRECTOR, ALUMNI AND DEVELOPMENT"</i> , benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	6 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	78 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	83 <sup>rd</sup>
Reportable pay only (column D), adjusted	0 <sup>th</sup>
All sources (D + E + F), adjusted	83 <sup>rd</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 (Elizabeth Dubuque) 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 (B84), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$45,917 is reasonable (approximately the 78<sup>th</sup> 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.