

Duxbury Student Union Association

Executive Director / CEO

EIN 200075397

MA · NTEE B99

FY ending 2023-06-30

June 9, 2026

This analysis benchmarks the total compensation of **Susan Bradford, Executive Director / CEO** (\$94,389) against **every comparable organization** that fit the selection criteria — **425** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

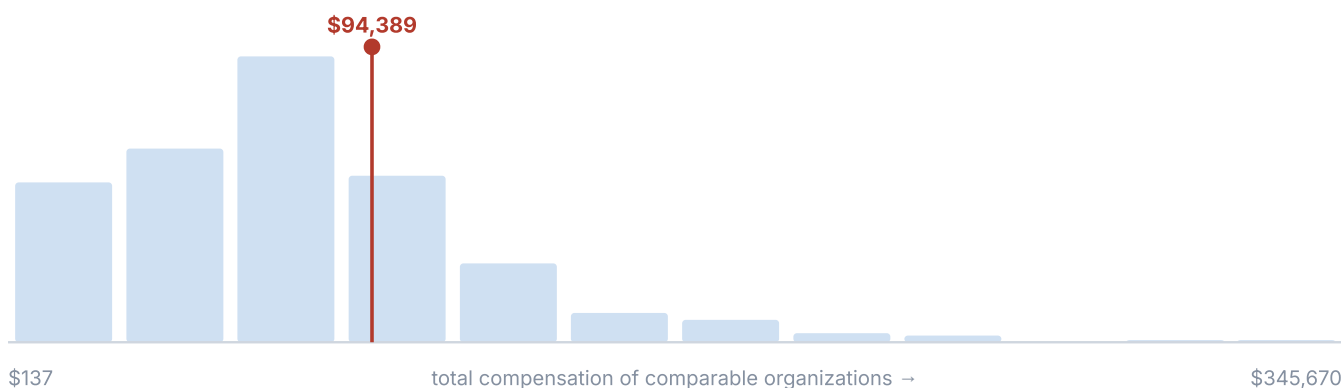
Compensation sits at approximately the **72nd** percentile of comparable organizations within the typical range

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B99).
BUDGET	Total revenue between \$293,548 and \$657,198 — 0.67x to 1.50x the subject's \$438,132 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B99), nationwide + budget 0.67–1.5x revenue.

425 organizations qualified on sector, size, and geography → **425** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$20,992 10TH	\$43,304 25TH	\$70,763 MEDIAN	\$98,694 75TH	\$129,683 90TH	\$94,389 THIS ORG · 72ND
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■ **Comparable organizations**

P50
\$20,992

P55
\$43,304

P50
\$70,763

P75
\$98,694

P90
\$129,683

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	TOTAL REVENUE	TOTAL COMP	SOURCE
Cobalt Community Research	MI	\$438,520	\$156,193	990
Pupusas For Education	NC	\$437,399	\$3,083	990
Usa Homestays Inc	IN	\$436,143	\$103,271	990
Daniel Academy Atlanta	GA	\$435,866	\$24,019	990
East Side Institute For Group And Short	NY	\$440,618	\$90,502	990
Colorado Agricultural Leadership	CO	\$435,088	\$49,750	990
House Of Champions	OH	\$434,760	\$39,037	990
The Landing Place Inc	IN	\$441,860	\$71,242	990
Mala'ai	HI	\$442,003	\$70,993	990
Reaching Higher New Hampshire Inc	NH	\$434,231	\$119,190	990
Abundant Education	CA	\$433,979	\$91,935	990
Jackson Heart Foundation	MS	\$432,432	\$52,675	990
Catch The Next Inc	TX	\$443,997	\$111,565	990
Uncw Research Foundation	NC	\$444,105	\$59,211	990
Two Bikes	TN	\$432,119	\$41,696	990
Romanza St Augustine Inc	FL	\$446,105	\$22,719	990
Project Reap	MA	\$429,301	\$159,433	990
Willie L Brown Jr Institute On	CA	\$429,244	\$107,864	990
Edina Education Fund	MN	\$448,216	\$62,439	990
Wisconsin Deca Center Inc	WI	\$427,921	\$21,606	990
Derry Preschool Inc	PA	\$450,059	\$57,757	990
Global Ties Alabama	AL	\$425,594	\$82,713	990
Sati Center For Buddhist Studies	CA	\$425,533	\$32,735	990
Creative Strategies For Change	CO	\$425,184	\$87,692	990

ORGANIZATION	STATE	TOTAL REVENUE	TOTAL COMP	SOURCE
Business History Conference	DE	\$451,653	\$21,167	990

■ 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.

■ Sample, role match & sensitivity

PEER COUNT 425 organizations. Compensation range \$137–\$345,670; filing years 2021–2025.

SIZE BASIS Matched on total revenue (\$438,132); for reference, expenses \$287,469 and assets \$564,637.

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

RELATED-ORG PAY 29 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.

OUTLIERS 14 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	72nd
Total compensation (D + F), as reported (no adjustments)	74th
Reportable pay only (column D), adjusted	75th
All sources (D + E + F), adjusted	66th

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 (Susan Bradford) 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 425 similarly situated organizations (Same NTEE sector (B99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$94,389 is reasonable (approximately the 72nd 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). 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.