

The Upward Project

Executive Director / CEO

EIN 825201485
 MA · NTEE B99
 FY ending 2024-12-31
 June 9, 2026

This analysis benchmarks the total compensation of **Mindy Wright, Executive Director / CEO** (\$100,889) against **every comparable organization** that fit the selection criteria — **442** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **78th** percentile of comparable organizations within the typical range

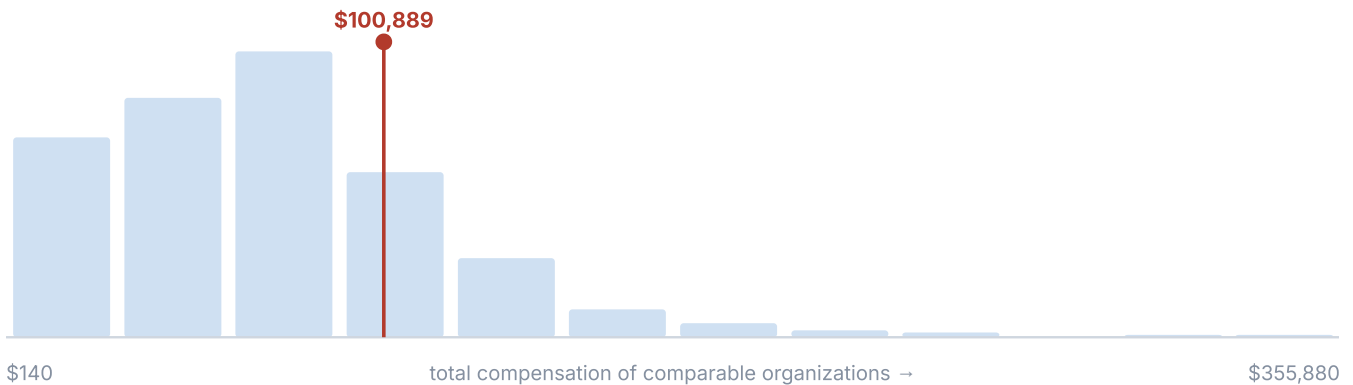
Benchmarked executive: Mindy Wright — reported title “Executive Director”, a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (B99).
BUDGET	Total revenue between \$258,680 and \$579,135 — 0.67x to 1.50x the subject's \$386,090 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (B99), nationwide + budget 0.67–1.5x revenue.

442 organizations qualified on sector, size, and geography → **442** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$16,419	\$38,570	\$65,935	\$96,369	\$128,804	\$100,889
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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
American Achievement Testing Inc	DC	\$386,410	Ceo	\$152,925	\$149,337	2024
Invasive Species Action Network	MT	\$386,496	Executive Di	\$68,333	\$84,390	2023
District Twelve Educators' Association	CO	\$386,999	President	\$134,965	\$144,016	2024
Central Indiana Clubhouse Nfp Corp	IN	\$385,145	—	\$54,618	\$64,096	2024
Su Casa De Esperanza Inc	TX	\$384,544	Executive Dir.	\$38,490	\$44,112	2023
Safe Schools South Florida	FL	\$387,647	Executive Di	\$33,010	\$35,528	2023
Vermilion Sea Institute	WA	\$388,248	Exeutive Director & Treasurer	\$31,340	\$31,225	2024
The Public Education Foundation Inc	IN	\$389,005	Executive Director	\$48,767	\$58,920	2023
Oakland Digital Arts And Literacy Center Inc	CA	\$382,357	Executive Director	\$94,800	\$93,786	2023
Kiilys Kids Incorporated	FL	\$390,256	President	\$110,000	\$114,995	2024
The Nobevity Project	TX	\$392,021	Executive Director	\$96,336	\$110,406	2023
Building Equity Aspiration Resilience	CA	\$378,984	President Ceo	\$104,000	\$102,888	2023
Kingdom Classical Academy	PA	\$378,121	Head Of School & President	\$23,332	\$26,657	2023
Adult Learning Center	SC	\$394,287	Director	\$100,455	\$113,617	2025

ORGANIZATION	STATE	REVENUE	MATCHED TITLE	COMP (REPORTED)	COMP (ADJUSTED)	FY
Mcminnville Christian Academy	OR	\$377,691	Principal	\$15,900	\$16,917	2023
Freedom Center For	DE	\$394,810	Executive Di	\$53,200	\$57,968	2024
Murray Education Foundation	UT	\$394,832	Director	\$13,541	\$15,422	2024
Stark Education Partnership Inc	OH	\$395,046	President	\$196,358	\$238,273	2023
Cumberland County Bar Association	PA	\$395,243	Executive Di	\$76,065	\$84,413	2024
Women In Neuroscience	TX	\$376,881	Interim Executive Director	\$57,000	\$63,451	2024
Aamva Region Ii Inc	VA	\$395,339	Director, Regions I & Ii	\$15,357	\$16,989	2023
Bethel Enrichment Center Incorporated	NC	\$376,665	Vice President	\$135	\$155	2024
Communities In Schools Of Candler Co Inc	GA	\$395,553	Director	\$36,575	\$39,870	2025
Sunshine Academy Summer School	VA	\$396,640	President	\$20,000	\$22,125	2023
Plumfield Academy Inc	MA	\$374,824	President	\$43,304	\$44,583	2023

Comp (reported) is the figure on each organization's Form 990 (columns D + F); **Comp (adjusted)** normalizes it to MA cost of living and 2024 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.

Sample, role match & sensitivity

PEER COUNT **442** organizations. Compensation range \$140–\$355,880; filing years 2021–2025.

SIZE BASIS	Matched on total revenue (\$386,090); for reference, expenses \$420,187 and assets \$218,054.
ROLE MATCH	Mindy Wright, reported title " <i>Executive Director</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	31 peers report related-organization compensation (column E), which the D + F benchmark does not fully capture; review where material.
OUTLIERS	10 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	78 th
Total compensation (D + F), as reported (no adjustments)	83 rd
Reportable pay only (column D), adjusted	80 th
All sources (D + E + F), adjusted	72 nd

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 (Mindy Wright) 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 442 similarly situated organizations (Same NTEE sector (B99), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$100,889 is reasonable (approximately the 78th 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.