

This analysis benchmarks the total compensation of **Susan Carpenter, Executive Director / CEO** (\$15,385) against **every comparable organization** that fit the selection criteria — **15** in total — drawn systematically from IRS Form 990 filings, not a hand-picked subset.

Compensation sits at approximately the **13<sup>th</sup>** percentile of comparable organizations below the typical range for comparable organizations

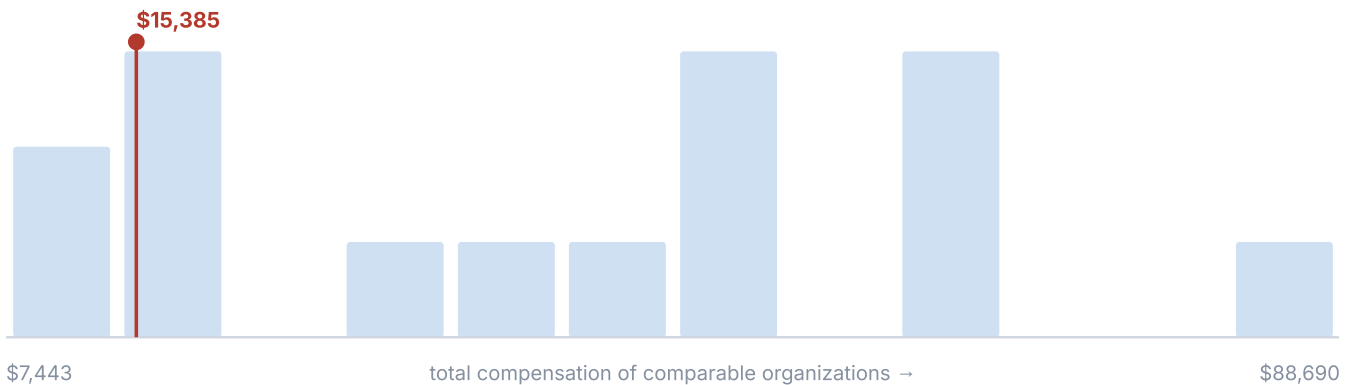
**Benchmarked executive:** Susan Carpenter — reported title "PRESIDENT", a **direct title match** to the Executive Director / CEO role.

How comparable organizations were selected

SECTOR	Organizations sharing the subject's NTEE classification (S81).
BUDGET	Total revenue between \$206,516 and \$462,351 — 0.67x to 1.50x the subject's \$308,234 (the band tightens as size grows).
GEOGRAPHY	Same NTEE sector (S81), nationwide + budget 0.67–1.5x revenue.

**15** organizations qualified on sector, size, and geography → **15** within the band form the benchmarked peer set.

Distribution of comparable compensation



\$12,488	\$18,797	\$46,951	\$58,334	\$67,728	\$15,385
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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 IN 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="#">Junior League Of Durham And Orange</a>	NC	\$309,284	Executive Vice President	\$7,596	<b>\$7,443</b>	2024
<a href="#">Junior League Of Charleston Inc</a>	SC	\$286,223	Executive Director	\$87,080	<b>\$88,690</b>	2023
<a href="#">Gfwc Of North Carolina Inc</a>	NC	\$273,677	Executive Director	\$35,206	<b>\$34,495</b>	2024
<a href="#">Junior League Of Cincinnati</a>	OH	\$344,656	Managing Director	\$61,626	<b>\$61,895</b>	2024
<a href="#">National Council Of Jewish Women</a>	KY	\$350,097	Executive Director	\$67,908	<b>\$67,401</b>	2025
<a href="#">Ca Derby Dolls Co Kristal Carmona Miranda</a>	CA	\$257,500	Treasurer	\$24,000	<b>\$19,652</b>	2024
<a href="#">Muslim Women's Organization Corp</a>	FL	\$254,901	Executive Director	\$53,350	<b>\$48,929</b>	2023
<a href="#">The Sister Circle International</a>	NC	\$361,852	Executive Di	\$17,150	<b>\$16,804</b>	2024
<a href="#">Junior League Of San Antonio Inc</a>	TX	\$365,651	Managing Director	\$71,631	<b>\$67,946</b>	2024
<a href="#">Junior League Of Columbus Inc</a>	OH	\$366,006	Dir, Kelton	\$52,969	<b>\$54,772</b>	2023
<a href="#">Pga Tour Wives Association Inc</a>	FL	\$223,214	Executive Director	\$58,326	<b>\$51,958</b>	2024
<a href="#">Women In Training Inc</a>	AL	\$215,486	Ceo	\$35,000	<b>\$35,856</b>	2024
<a href="#">Amani Foundation Inc</a>	TN	\$401,314	President	\$18,000	<b>\$17,942</b>	2024
<a href="#">The Wow Center Inc</a>	NJ	\$401,696	President	\$53,864	<b>\$46,951</b>	2023
<a href="#">Arkansas Women's Hall Of Fame</a>	AR	\$210,630	Secretary	\$9,017	<b>\$9,611</b>	2024

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

## ■ Methodology

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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 IN 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

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PEER COUNT	15 organizations. Compensation range \$7,443–\$88,690; filing years 2023–2025.
SIZE BASIS	Matched on total revenue (\$308,234); for reference, expenses \$387,306 and assets \$294,198.
ROLE MATCH	Susan Carpenter, reported title " <i>PRESIDENT</i> ", benchmarked as Executive Director / CEO. The title maps directly to this role.
RELATED-ORG PAY	1 peer 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	13 <sup>th</sup>
Total compensation (D + F), as reported (no adjustments)	13 <sup>th</sup>
Reportable pay only (column D), adjusted	13 <sup>th</sup>
All sources (D + E + F), adjusted	7 <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

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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 Carpenter) 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 15 similarly situated organizations (Same NTEE sector (S81), nationwide + budget 0.67–1.5× revenue).
3. The authorized body determined that total compensation of \$15,385 is reasonable (approximately the 13<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.