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Form 990

## Return of Organization Exempt From Income Tax

2008

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

► The organization may have to use a copy of this return to satisfy state reporting requirements

Open to Public Inspection

## A For the 2008 calendar year, or tax year beginning 07-01-2008 and ending 06-30-2009

B Check if applicable

Address change

Name change

Initial return

Termination

Amended return

Application pending

Please use IRS label or print or type. See Specific Instructions.

C Name of organization Faculty Practice Foundation Inc & Affiliates	
Doing Business As	
Number and street (or P O box if mail is not delivered to street address) 660 HARRISON AVENUE 3RD FLOOR	Room/suite
City or town, state or country, and ZIP + 4 BOSTON, MA 02118	

## D Employer identification number

90-0513372

## E Telephone number

(617) 638-8923

## G Gross receipts \$ 283,745,441

F Name and address of Principal Officer  
KAREN H ANTAN MD  
660 HARRISON AVENUE  
BOSTON, MA 02118

H(a) Is this a group return for affiliates?  Yes  No

H(b) Are all affiliates included?  Yes  No  
(If "No," attach a list. See instructions.)

H(c) Group Exemption Number ► 8094

I Tax-exempt status  501(c) ( 3 ) ► (Insert no.)  4947(a)(1) or  527

J Web site: ► WWW.BMC.ORG

K Type of organization  Corporation  trust  association  other ►

L Year of Formation 1994

M State of legal domicile MA

## Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities See Schedule O		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its assets		
Revenue	3 Number of voting members of the governing body (Part VI, line 1a) . . . . .	3	43
	4 Number of independent voting members of the governing body (Part VI, line 1b) . . . . .	4	0
	5 Total number of employees (Part V, line 2a) . . . . .	5	1,845
	6 Total number of volunteers (estimate if necessary) . . . . .	6	0
	7a Total gross unrelated business revenue from Part VIII, line 12, column (C) . . . . .	7a	25,700
	b Net unrelated business taxable income from Form 990-T, line 34 . . . . .	7b	-4,610
Expenses	8 Contributions and grants (Part VIII, line 1h) . . . . .	Prior Year	Current Year
	9 Program service revenue (Part VIII, line 2g) . . . . .	7,233	0
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) . . . . .	252,346,218	283,375,463
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	1,531,403	369,978
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	253,884,854	283,745,441
Net Assets or Fund Balances	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	228,806	419,683
	14 Benefits paid to or for members (Part IX, column (A), line 4)		0
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	187,949,375	203,269,842
	16a Professional fundraising fees (Part IX, column (A), line 11e)		0
	b (Total fundraising expenses, Part IX, column (D), line 25) _____		
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24f)	58,993,670	73,405,011
	18 Total expenses—add lines 13-17 (must equal Part IX, line 25, column (A))	247,171,851	277,094,536
	19 Revenue less expenses Subtract line 18 from line 12	6,713,003	6,650,905

## Part II Signature Block

Please Sign Here	Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge		
	Signature of officer	2010-05-17	Date
	PETER HEALY VP OF PROFESSIONAL SERVICES		

Paid Preparer's Use Only	Preparer's signature	PricewaterhouseCoopers LLP	Date	Check if self-employed <input type="checkbox"/>	Preparer's PTIN (See Gen Inst.)
	Firm's name (or yours if self-employed), address, and ZIP + 4	► PRICEWATERHOUSECOOPERS LLP 125 High Street Boston, MA 02110			EIN ►
					Phone no ► (617) 530-5000

May the IRS discuss this return with the preparer shown above? (See instructions)  Yes  No

**Part III Statement of Program Service Accomplishments** (See the instructions.)**1** Briefly describe the organization's mission

See Schedule O

**2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?  Yes  No

If "Yes," describe these new services on Schedule O

**3** Did the organization cease conducting or make significant changes in how it conducts any program services?  Yes  No

If "Yes," describe these changes on Schedule O

**4** Describe the exempt purpose achievements for each of the organization's three largest program services by expenses  
Section 501(c)(3) and (4) organizations and 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported**4a** (Code ) (Expenses \$ 226,944,296 including grants of \$ 419,683 ) (Revenue \$ 283,349,763 )  
SEE SCHEDULE O**4b** (Code ) (Expenses \$ including grants of \$ ) (Revenue \$ )**4c** (Code ) (Expenses \$ including grants of \$ ) (Revenue \$ )**4d** Other program services (Describe in Schedule O )  
(Expenses \$ including grants of \$ ) (Revenue \$ )**4e** Total program service expenses \$ 226,944,296 Must equal Part IX, Line 25, column (B).

**Part IV Checklist of Required Schedules**

1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A

2 Is the organization required to complete Schedule B, Schedule of Contributors?

3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I

4 Section 501(c)(3) organizations Did the organization engage in lobbying activities? If "Yes," complete Schedule C, Part II

5 Section 501(c)(4), 501(c)(5), and 501(c)(6) organizations Is the organization subject to the section 6033(e) notice and reporting requirement and proxy tax? If "Yes," complete Schedule C, Part III

6 Did the organization maintain any donor advised funds or any accounts where donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I

7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas or historic structures? If "Yes," complete Schedule D, Part II

8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III

9 Did the organization report an amount in Part X, line 21, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV

10 Did the organization hold assets in term, permanent, or quasi-endowments? If "Yes," complete Schedule D, Part V

11 Did the organization report an amount in Part X, lines 10, 12, 13, 15, or 25? If "Yes," complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable

12 Did the organization receive an audited financial statement for the year for which it is completing this return that was prepared in accordance with GAAP? If "Yes," complete Schedule D, Parts XI, XII, and XIII

13 Is the organization a school as described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E

14a Did the organization maintain an office, employees, or agents outside of the U.S.?
 

- b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, and program service activities outside the U.S.? If "Yes," complete Schedule F, Part I

15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the United States? If "Yes," complete Schedule F, Part II

16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the United States? If "Yes," complete Schedule F, Part III

17 Did the organization report more than \$15,000 on Part IX, column (A), line 11e? If "Yes," complete Schedule G, Part I

18 Did the organization report more than \$15,000 total on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II

19 Did the organization report more than \$15,000 on Part VIII, line 9a? If "Yes," complete Schedule G, Part III

20 Did the organization operate one or more hospitals? If "Yes," complete Schedule H

21 Did the organization report more than \$5,000 on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II

22 Did the organization report more than \$5,000 on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III

23 Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5? If "Yes," complete Schedule J

24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer questions 24b-24d and complete Schedule K. If "No," go to question 25
 

- b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?
- c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?
- d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?

25a Section 501(c)(3) and 501(c)(4) organizations Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I

25b Did the organization become aware that it had engaged in an excess benefit transaction with a disqualified person from a prior year? If "Yes," complete Schedule L, Part I

26 Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? If "Yes," complete Schedule L, Part II

27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, or substantial contributor, or to a person related to such an individual? If "Yes," complete Schedule L, Part III

	Yes	No
1	Yes	
2		No
3		No
4		No
5		
6		No
7		No
8		No
9		No
10		No
11	Yes	
12		No
13		No
14a		No
14b		No
15		No
16		No
17		No
18		No
19		No
20		No
21	Yes	
22		No
23	Yes	
24a		No
24b		
24c		
24d		
25a		No
25b		No
26		No
27		No

**Part IV Checklist of Required Schedules (Continued)**

**28** During the tax year, did any person who is a current or former officer, director, trustee, or key employee

- a** Have a direct business relationship with the organization (other than as an officer, director, trustee, or employee), or an indirect business relationship through ownership of more than 35% in another entity (individually or collectively with other person(s) listed in Part VII, Section A)? If "Yes," complete Schedule L, Part IV
- b** Have a family member who had a direct or indirect business relationship with the organization? If "Yes," complete Schedule L, Part IV
- c** Serve as an officer, director, trustee, key employee, partner, or member of an entity (or a shareholder of a professional corporation) doing business with the organization? If "Yes," complete Schedule L, Part IV

**29** Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M

**30** Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M

**31** Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I

**32** Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II

**33** Did the organization own 100% of an entity disregarded as separate from the organization under Regulations section 301 7701-2 and 301 7701-3? If "Yes," complete Schedule R, Part I

**34** Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1

**35** Is any related organization a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2

**36** 501(c)(3) organizations Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2

**37** Did the organization conduct more than 5 percent of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI

	Yes	No
<b>28a</b>		No
<b>28b</b>		No
<b>28c</b>		No
<b>29</b>		No
<b>30</b>		No
<b>31</b>		No
<b>32</b>		No
<b>33</b>		No
<b>34</b>	Yes	
<b>35</b>		No
<b>36</b>		No
<b>37</b>		No

**Part V Statements Regarding Other IRS Filings and Tax Compliance**

		Yes	No
<b>1a</b>	Enter the number reported in Box 3 of Form 1096, <i>Annual Summary and Transmittal of U.S. Information Returns</i> . Enter -0- if not applicable	1a	74
<b>1b</b>	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b	0
<b>1c</b>	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	Yes
<b>2a</b>	Enter the number of employees reported on Form W-3, <i>Transmittal of Wage and Tax Statements</i> filed for the calendar year ending with or within the year covered by this return	2a	1,845
<b>2b</b>	If at least one is reported in 2a, did the organization file all required federal employment tax returns? <i>Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e-file this return.</i>	2b	Yes
<b>3a</b>	Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return?	3a	Yes
<b>3b</b>	If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O	3b	Yes
<b>4a</b>	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a	No
<b>4b</b>	If "Yes," enter the name of the foreign country _____ See the instructions for exceptions and filing requirements for <b>Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts</b> .	4b	No
<b>5a</b>	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a	No
<b>5b</b>	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b	No
<b>5c</b>	If "Yes," to 5a or 5b, did the organization file Form 8886-T, <i>Disclosure by Tax-Exempt Entity Regarding Prohibited Tax Shelter Transaction</i> ?	5c	No
<b>6a</b>	Did the organization solicit any contributions that were not tax deductible?	6a	No
<b>6b</b>	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b	No
<b>7</b>	<i>Organizations that may receive deductible contributions under section 170(c).</i>	7a	No
<b>7a</b>	Did the organization provide goods or services in exchange for any quid pro quo contribution of \$75 or more?	7a	No
<b>7b</b>	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	No
<b>7c</b>	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c	No
<b>7d</b>	If "Yes," indicate the number of Forms 8282 filed during the year	7d	No
<b>7e</b>	Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e	No
<b>7f</b>	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f	No
<b>7g</b>	For all contributions of qualified intellectual property, did the organization file Form 8899 as required?	7g	No
<b>7h</b>	For contributions of cars, boats, airplanes, and other vehicles, did the organization file a Form 1098-C as required?	7h	No
<b>8</b>	<i>Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations.</i> Did the supporting organization, or a fund maintained by a sponsoring organization, have excess business holdings at any time during the year?	8	No
<b>9</b>	<i>Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds.</i>	9a	No
<b>9a</b>	Did the organization make any taxable distributions under section 4966?	9a	No
<b>9b</b>	Did the organization make a distribution to a donor, donor advisor, or related person?	9b	No
<b>10</b>	<i>Section 501(c)(7) organizations.</i> Enter	10a	No
<b>10a</b>	Initiation fees and capital contributions included on Part VIII, line 12	10a	No
<b>10b</b>	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b	No
<b>11</b>	<i>Section 501(c)(12) organizations</i> Enter	11a	No
<b>11a</b>	Gross income from members or shareholders	11a	No
<b>11b</b>	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)	11b	No
<b>12a</b>	<i>Section 4947(a)(1) non-exempt charitable trusts.</i> Is the organization filing Form 990 in lieu of Form 1041?	12a	No
<b>12b</b>	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b	No

**Part VI Governance, Management, and Disclosure (Sections A, B, and C request information about policies not required by the Internal Revenue Code.)**
**Section A. Governing Body and Management**

	Yes	No
For each "Yes" response to lines 2-7 below, and for a "No" response to lines 8 or 9b below, describe the circumstances, processes, or changes in Schedule O. See instructions.		
<b>1a</b> Enter the number of voting members of the governing body . . .	<b>1a</b>	43
<b>b</b> Enter the number of voting members that are independent . . .	<b>1b</b>	0
<b>2</b> Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? . . . . .	<b>2</b>	Yes
<b>3</b> Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? . . . . .	<b>3</b>	No
<b>4</b> Did the organization make any significant changes to its organizational documents since the prior Form 990 was filed? . . . . .	<b>4</b>	No
<b>5</b> Did the organization become aware during the year of a material diversion of the organization's assets? . . . . .	<b>5</b>	No
<b>6</b> Does the organization have members or stockholders? . . . . .	<b>6</b>	No
<b>7a</b> Does the organization have members, stockholders, or other persons who may elect one or more members of the governing body? . . . . .	<b>7a</b>	No
<b>b</b> Are any decisions of the governing body subject to approval by members, stockholders, or other persons? . . . . .	<b>7b</b>	No
<b>8</b> Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following		
<b>a</b> the governing body? . . . . .	<b>8a</b>	Yes
<b>b</b> each committee with authority to act on behalf of the governing body? . . . . .	<b>8b</b>	Yes
<b>9a</b> Does the organization have local chapters, branches, or affiliates? . . . . .	<b>9a</b>	No
<b>b</b> If "Yes," does the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with those of the organization? . . . . .	<b>9b</b>	
<b>10</b> Was a copy of the Form 990 provided to the organization's governing body before it was filed? All organizations must describe in Schedule O the process, if any, the organization uses to review the Form 990 . . . . .	<b>10</b>	Yes
<b>11</b> Is there any officer, director or trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O . . . . .	<b>11</b>	No

**Section B. Policies**

	Yes	No
<b>12a</b> Does the organization have a written conflict of interest policy? If "No", go to line 13 . . . . .	<b>12a</b>	Yes
<b>b</b> Are officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts? . . . . .	<b>12b</b>	Yes
<b>c</b> Does the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this is done . . . . .	<b>12c</b>	Yes
<b>13</b> Does the organization have a written whistleblower policy? . . . . .	<b>13</b>	Yes
<b>14</b> Does the organization have a written document retention and destruction policy? . . . . .	<b>14</b>	No
<b>15</b> Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision		
<b>a</b> The organization's CEO, Executive Director, or top management official? . . . . .	<b>15a</b>	No
<b>b</b> Other officers or key employees of the organization? . . . . .	<b>15b</b>	No
Describe the process in Schedule O		
<b>16a</b> Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? . . . . .	<b>16a</b>	No
<b>b</b> If "Yes," has the organization adopted a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable Federal tax law, and taken steps to safeguard the organization's exempt status with respect to such arrangements? . . . . .	<b>16b</b>	

**Section C. Disclosure**

**17** List the States with which a copy of this Form 990 is required to be filed MA

**18** Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c) (3)s only) available for public inspection. Indicate how you make these available. Check all that apply  
 own website  another's website  upon request

**19** Describe in Schedule O whether (and if so, how), the organization makes its governing documents, conflict of interest policy, and financial statements available to the public. See Additional Data Table

**20** State the name, physical address, and telephone number of the person who possesses the books and records of the organization  
 KATHRYN BEACH  
 660 HARRISON AVENUE  
 BOSTON, MA 02118  
 (617) 638-3565

## **Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**

**Section A Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**

**1a** Complete this table for all persons required to be listed. Use Schedule J-2 if additional space is needed.

\* List all of the organization's **current** officers, directors, trustees (whether individuals or organizations) and key employees regardless of amount of compensation, and current key employees Enter -0- in columns (D), (E), and (F) if no compensation was paid

\* List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations

\* List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations

\* List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations

List persons in the following order individual trustees or directors, institutional trustees, officers, key employees, highest compensated employees, and former such persons

Check this box if the organization did not compensate any officer, director, trustee or key employee.

## Part VII Continued

2 Total number of individuals (including those in 1a) who received more than \$100,000 in reportable compensation from the organization ►617

	<b>Yes</b>	<b>No</b>
<b>3</b> Did the organization list any <b>former</b> officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>	<b>3</b> Yes	
<b>4</b> For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	<b>4</b> Yes	
<b>5</b> Did any person listed on line 1a receive or accrue compensation from any unrelated organization for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>	<b>5</b>	No

## **Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization

Part  
VIII

## Statement of Revenue

		(A) Total Revenue	(B) Related or Exempt Function Revenue	(C) Unrelated Business Revenue	(D) Revenue Excluded from Tax under IRC 512, 513, or 514	
Contributions, gifts, grants and other similar amounts	<b>1a</b> Federated campaigns . . . <b>1a</b>					
	<b>b</b> Membership dues . . . . <b>1b</b>					
	<b>c</b> Fundraising events . . . . <b>1c</b>					
	<b>d</b> Related organizations . . . <b>1d</b>					
	<b>e</b> Government grants (contributions) <b>1e</b>					
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above <b>1f</b>	0				
	<b>g</b> Noncash contributions included in lines 1a-1f \$ <b>1f</b>					
	<b>h</b> <b>Total (Add lines 1a-1f)</b> . . . . . <b>1f</b>	0				
Program Service Revenue			Business Code			
				900,099	129,488,382	129,488,382
	<b>2a</b> PATIENT REVENUE					
	<b>b</b> INSTITUTIONAL SUPPORT	900,099	108,922,988	108,922,988		
	<b>c</b> FREE CARE REIMBURSEMENT	900,099	7,943,812	7,943,812		
	<b>d</b> RESEARCH SUPPORT	900,099	1,718,183	1,718,183		
	<b>e</b> OTHER HEALTH REVENUE	541,380	35,302,098	35,276,398	25,700	
	<b>f</b> All other program service revenue					
<b>g</b> <b>Total. Add lines 2a-2f</b> . . . . . <b>2f</b>						
		\$ 283,375,463				
Other Revenue	<b>3</b> Investment income (including dividends, interest other similar amounts) . . . . . <b>3</b>					
		318,817			318,817	
	<b>4</b> Income from investment of tax-exempt bond proceeds . . . . . <b>4</b>		0			
	<b>5</b> Royalties . . . . . <b>5</b>		0			
		(i) Real	(ii) Personal			
	<b>6a</b> Gross Rents					
	<b>b</b> Less rental expenses					
	<b>c</b> Rental income or (loss)					
<b>d</b> Net rental income or (loss) . . . . . <b>6d</b>						
	(i) Securities	(ii) Other				
<b>7a</b> Gross amount from sales of assets other than inventory						
<b>b</b> Less cost or other basis and sales expenses						
<b>c</b> Gain or (loss)		51,161				
<b>d</b> Net gain or (loss) . . . . . <b>7d</b>					51,161	
<b>8a</b> Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18 Attach Schedule G if total exceeds \$15,000 . . . . . <b>a</b>						
<b>b</b> Less direct expenses . . . <b>b</b>						
<b>c</b> Net income or (loss) from fundraising events . . . . . <b>c</b>		0				
<b>9a</b> Gross income from gaming activities See part IV, line 19 Complete Schedule G if total exceeds \$15,000						
<b>a</b>						
<b>b</b> Less direct expenses . . . <b>b</b>						
<b>c</b> Net income or (loss) from gaming activities . . . . . <b>c</b>		0				
<b>10a</b> Gross sales of inventory, less returns and allowances . . . . . <b>a</b>						
<b>b</b> Less cost of goods sold . . . <b>b</b>						
<b>c</b> Net income or (loss) from sales of inventory . . . . . <b>c</b>		0				
Miscellaneous Revenue	Business Code					
<b>11a</b>						
<b>b</b>						
<b>c</b>						
<b>d</b> All other revenue _____						
<b>e</b> <b>Total. Add lines 11a-11d</b> . . . . . \$ <b>0</b>						
<b>12</b> <b>Total Revenue.</b> Add lines 1h, 2g, 3, 4, 5, 6d, 7d, 8c, 9c, 10c, and 11e . . . . . <b>12</b>	283,745,441	283,349,763	25,700	369,978		

**Part IX Statement of Functional Expenses****Section 501(c)(3) and 501(c)(4) organizations must complete all columns.****All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D).**

<b>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</b>	<b>(A) Total expenses</b>	<b>(B) Program service expenses</b>	<b>(C) Management and general expenses</b>	<b>(D) Fundraising expenses</b>
<b>1</b> Grants and other assistance to governments and organizations in the U S See Part IV, line 21	419,683	419,683		
<b>2</b> Grants and other assistance to individuals in the U S See Part IV, line 22	0			
<b>3</b> Grants and other assistance to governments, organizations and individuals outside the U S See Part IV, lines 15 and 16	0			
<b>4</b> Benefits paid to or for members	0			
<b>5</b> Compensation of current officers, directors, trustees, and key employees . . . . .	14,929,440	13,004,284	1,925,156	
<b>6</b> Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .	0			
<b>7</b> Other salaries and wages	187,652,298	157,493,267		
<b>8</b> Pension plan contributions (include section 401(k) and section 403(b) employer contributions) . . . . .	42,979	34,813	8,166	
<b>9</b> Other employee benefits . . . . .	246,303	199,505	46,798	
<b>10</b> Payroll taxes . . . . .	398,822	323,767	75,055	
<b>11</b> Fees for services (non-employees)				
<b>a</b> Management . . . . .	3,144,121		3,144,121	
<b>b</b> Legal . . . . .	333,548		333,548	
<b>c</b> Accounting . . . . .	1,275		1,275	
<b>d</b> Lobbying . . . . .	0			
<b>e</b> Professional fundraising See Part IV, line 17 . . .	0			
<b>f</b> Investment management fees . . . . .	11,896,028		11,896,028	
<b>g</b> Other . . . . .	0			
<b>12</b> Advertising and promotion . . . . .	0			
<b>13</b> Office expenses . . . . .	2,521,282	2,061,790	459,492	
<b>14</b> Information technology . . . . .	0			
<b>15</b> Royalties . . . . .	0			
<b>16</b> Occupancy . . . . .	3,415,536	2,801,656	613,880	
<b>17</b> Travel . . . . .	1,415,490	1,163,556	251,934	
<b>18</b> Payments of travel or entertainment expenses for any Federal, state or local public officials . . . . .	0			
<b>19</b> Conferences, conventions and meetings . . . . .	0			
<b>20</b> Interest . . . . .	0			
<b>21</b> Payments to affiliates . . . . .	0			
<b>22</b> Depreciation, depletion, and amortization . . . . .	802,547	640,862	161,685	
<b>23</b> Insurance . . . . .	7,066,611	7,066,611		
<b>24</b> Other expenses—Itemize expenses not covered above (Expenses grouped together and labeled miscellaneous may not exceed 5% of total expenses shown on line 25 below )				
<b>a</b> BAD DEBT EXPENSE	24,652,708	24,652,708		
<b>b</b> UTILITIES	466,822	389,531	77,291	
<b>c</b> RESEARCH EXPENSES	990,509	990,509		
<b>d</b> PROFESSIONAL SERVICES	9,787,457	9,787,457		
<b>e</b> MISCELLANEOUS EXPENSES	6,911,077	5,914,297	996,780	
<b>f</b> All other expenses				
<b>25</b> <b>Total functional expenses.</b> Add lines 1 through 24f	277,094,536	226,944,296	50,150,240	0
<b>26</b> <b>Joint Costs.</b> Check <input type="checkbox"/> if following SOP 98-2 Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

**Part X Balance Sheet**

		(A)		(B)
		Beginning of year		End of year
1	Cash—non-interest-bearing	27,117,538	<b>1</b>	30,255,876
2	Savings and temporary cash investments		<b>2</b>	
3	Pledges and grants receivable, net		<b>3</b>	
4	Accounts receivable, net	17,589,113	<b>4</b>	16,082,408
5	Receivables from current and former officers, directors, trustees, key employees or other related parties <i>Complete Part II of Schedule L</i>		<b>5</b>	
6	Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) <i>Complete Part II of Schedule L</i>		<b>6</b>	
7	Notes and loans receivable, net		<b>7</b>	
8	Inventories for sale or use		<b>8</b>	
9	Prepaid expenses and deferred charges		<b>9</b>	
10a	Land, buildings, and equipment cost basis	<b>10a</b>	10,110,994	
b	Less accumulated depreciation <i>Complete Part VI of Schedule D</i>	<b>10b</b>	7,021,557	3,091,339 <b>10c</b> 3,089,437
11	Investments—publicly traded securities		<b>11</b>	20,996,812 16,302,566
12	Investments—other securities See Part IV, line 11 <i>Complete Part VII of Schedule D</i>		<b>12</b>	
13	Investments—program-related See Part IV, line 11 <i>Complete Part VIII of Schedule D</i>		<b>13</b>	
14	Intangible assets		<b>14</b>	
15	Other assets See Part IV, line 11 <i>Complete Part IX of Schedule D</i>	14,803,791	<b>15</b>	26,017,725
16	<b>Total assets.</b> Add lines 1 through 15 (must equal line 34)	83,598,593	<b>16</b>	91,748,012
17	Accounts payable and accrued expenses	7,599,828	<b>17</b>	8,022,170
18	Grants payable		<b>18</b>	
19	Deferred revenue		<b>19</b>	
20	Tax-exempt bond liabilities		<b>20</b>	
21	Escrow account liability <i>Complete Part IV of Schedule D</i>		<b>21</b>	
22	Payable to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons <i>Complete Part II of Schedule L</i>		<b>22</b>	
23	Secured mortgages and notes payable to unrelated third parties		<b>23</b>	
24	Unsecured notes and loans payable		<b>24</b>	
25	Other liabilities <i>Complete Part X of Schedule D</i>	26,269,087	<b>25</b>	28,677,978
26	<b>Total liabilities.</b> Add lines 17 through 25	33,868,915	<b>26</b>	36,700,148
<b>Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.</b>				
27	Unrestricted net assets	49,729,678	<b>27</b>	55,047,864
28	Temporarily restricted net assets		<b>28</b>	
29	Permanently restricted net assets		<b>29</b>	
<b>Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 30 through 34.</b>				
30	Capital stock or trust principal, or current funds		<b>30</b>	
31	Paid-in or capital surplus, or land, building or equipment fund		<b>31</b>	
32	Retained earnings, endowment, accumulated income, or other funds		<b>32</b>	
33	Total net assets or fund balances	49,729,678	<b>33</b>	55,047,864
34	Total liabilities and net assets/fund balances	83,598,593	<b>34</b>	91,748,012

**Part XI Financial Statements and Reporting**

		Yes	No
1	Accounting method used to prepare the Form 990	<input type="checkbox"/> cash <input checked="" type="checkbox"/> accrual <input type="checkbox"/> other	
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?		<b>2a</b> No
b	Were the organization's financial statements audited by an independent accountant?		<b>2b</b> No
c	If "Yes" to lines 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?		<b>2c</b>
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		<b>3a</b> No
b	If "Yes," did the organization undergo the required audit or audits?		<b>3b</b>

2008

Open to Public  
Inspection**SCHEDULE A**  
(Form 990 or 990EZ)**Public Charity Status and Public Support**To be completed by all section 501(c)(3) organizations and section 4947(a)(1)  
nonexempt charitable trusts.

Attach to Form 990 or Form 990-EZ. See separate instructions.

Department of the Treasury  
Internal Revenue Service**Name of the organization**Faculty Practice Foundation Inc &  
Affiliates**Employer identification number**

90-0513372

**Part I Reason for Public Charity Status** (to be completed by all organizations) (See Instructions)

The organization is not a private foundation because it is (Please check only one organization)

1  A church, convention of churches, or association of churches described in **Section 170(b)(1)(A)(i)**.

2  A school described in **Section 170(b)(1)(A)(ii)**. (Attach Schedule E )

3  A hospital or a cooperative hospital service organization described in **Section 170(b)(1)(A)(iii)**. (Attach Schedule H )

4  A medical research organization operated in conjunction with a hospital described in **Section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state

5  An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **Section 170(b)(1)(A)(iv)**. (Complete Part II )

6  A federal, state, or local government or governmental unit described in **Section 170(b)(1)(A)(v)**.

7  An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **Section 170(b)(1)(A)(vi)** (Complete Part II )

8  A community trust described in **Section 170(b)(1)(A)(vi)** (Complete Part II )

9  An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **Section 509(a)(2)**. (Complete Part III )

10  An organization organized and operated exclusively to test for public safety See **Section 509(a)(4)**. (See Instructions )

11  An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) See **Section 509(a)(3)**. Check the box that describes the type of supporting organization and complete lines 11e through 11h

a  Type I      b  Type II      c  Type III - Functionally Integrated      d  Type III - Other

e  By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)

f If the organization received a written determination from the IRS that it is a Type I, Type II or Type III supporting organization, check this box

g Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

(i) a person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the the supported organization?

(ii) a family member of a person described in (i) above?

(iii) a 35% controlled entity of a person described in (i) or (ii) above?

h Provide the following information about the organizations the organization supports

	Yes	No
11g(i)		No
11g(ii)		No
11g(iii)		No

(i) Name of Supported Organization	(ii) EIN	(iii) Type of organization (described on lines 1- 9 above or IRC section <b>(See Instructions)</b> )	(iv) Is the organization in col (i) listed in your governing document?		(v) Did you notify the organization in col (i) of your support?		(vi) Is the organization in col (i) organized in the U S ?		(vii) Amount of support?
			Yes	No	Yes	No	Yes	No	
BOSTON MEDICAL CENTER	043314093	03	Yes		Yes		Yes		0
TRUSTEES OF BOSTON UNIVERSITY	042103547	02	Yes		Yes		Yes		0
<b>Total</b>									0

**Part II Support Schedule for Organizations Described in IRC 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**  
 (Complete only if you checked the box on line 5, 7, or 8 of Part I.)
**Public Support**

Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
<b>4 Total.</b> Add line 1-3						
5 The portion of total contribution by each person (other than a government unit or publicly supported organization) included on line 1 that exceed 2% of the amount shown on line 11, column (f)						
<b>6 Public Support</b> subtract line 5 from line 4						

**Total Support**

Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV )						
<b>11 Total Support</b> (Add lines 7 through 10)						
12 Gross receipts from related activities, etc (See instructions )					<b>12</b>	

**13 First Five Years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and **stop here**

**Computation of Public Support Percentage**

14 Public Support Percentage for 2008 (line 6 column (f) divided by line 11 column (f))	<b>14</b>	
15 Public Support Percentage for 2007 Schedule A, Part IV-A, line 26f	<b>15</b>	
<b>16a 33 1/3% Test - 2008.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization		
<b>b 33 1/3% Test - 2007.</b> If the organization did not check the box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization		
<b>17a 10% Facts and Circumstances Test - 2008.</b> If the organization did not check a box on line 13, 16a, or 16b and line 14 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and <b>stop here</b> . Explain in Part IV how the organization meets the "facts and circumstances" test. The organization qualifies as a publicly supported organization		
<b>b 10% Facts and Circumstances Test - 2007.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a and line 15 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and <b>stop here</b> . Explain in Part IV how the organization meets the "facts and circumstances" test. The organization qualifies as a publicly supported organization		
<b>18 Private Foundation.</b> If the organization did not check the box on line 13, 16a, 16b, 17a or 17b, check this box and see instructions		

**Part III Support Schedule for Organizations Described in IRC 509(a)(2)**  
 (Complete only if you checked the box on line 9 of Part I.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
<b>6 Total</b> Add lines 1-5						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of 1% of the total of lines 9, 10c, 11, and 12 for the year or \$5,000						
<b>c</b> Total of lines 7a and 7b						
<b>8 Public Support</b> (Subtract line 7c from line 6)						

**Total Support**

Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
<b>9</b> Amounts from line 6						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after 30 June, 1975						
<b>c</b> Add lines 10a and 10b						
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
<b>12</b> Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV.)						
<b>13 Total Support</b> (Add lines 9, 10c, 11 and 12)						
<b>14 First Five Years</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and <b>stop here</b>						►

**Computation of Public Support Percentage**

<b>15</b> Public Support Percentage for 2008 (line 8 column (f) divided by line 13 column (f))	<b>15</b>
<b>16</b> Public Support Percentage for 2007 Schedule A, Part IV-A, line 27g	<b>16</b>

**Computation of Investment Income Percentage**

<b>17</b> Investment Income Percentage for 2008 (line 10c column (f) divided by line 13 column (f))	<b>17</b>
<b>18</b> Investment Income Percentage from 2007 Schedule A, Part IV-A, line 27h	<b>18</b>
<b>19a</b> <b>33 1/3% Tests - 2008.</b> If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization	►
<b>b</b> <b>33 1/3% Tests - 2007.</b> If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization	►
<b>20</b> <b>Private Foundation</b> If the organization did not check a box on line 14, 19a or 19b, check this box and see instructions	►

**Part IV** **Supplemental Information.** Complete this part to provide the information required by Part II, line 10; Part II, line 17a or 17b, or Part III, line 12. Provide any other additional information. (see instructions)

**Facts and Circumstances Test**

**SCHEDULE D**

(Form 990)

OMB No 1545-0047

**Supplemental Financial Statements****2008****Open to Public Inspection**Department of the Treasury  
Internal Revenue Service► Attach to Form 990. To be completed by organizations that  
answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11, or 12.**Name of the organization**Faculty Practice Foundation Inc &  
Affiliates**Employer identification number**

90-0513372

**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.** Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate Contributions to (during year)		
3 Aggregate Grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?		<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds may be used only for charitable purposes and not for the benefit of the donor or donor advisor or other impermissible private benefit?		<input type="checkbox"/> Yes <input type="checkbox"/> No

**Part II Conservation Easements.** Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply)

Preservation of land for public use (e.g., recreation or pleasure)  Preservation of an historically important land area

Protection of natural habitat  Preservation of certified historic structure

Preservation of open space

2 Complete lines 2a-2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

	Held at the End of the Year
2a	
2b	
2c	
2d	

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the taxable year ►

4 Number of states where property subject to conservation easement is located ►

5 Does the organization have a written policy regarding the periodic monitoring, inspection, violations, and enforcement of the conservation easements it holds?

Yes  No

6 Staff or volunteer hours devoted to monitoring, inspecting and enforcing easements during the year ►

7 Amount of expenses incurred in monitoring, inspecting, and enforcing easements during the year ► \$

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and 170(h)(4)(B)(ii)?

Yes  No

9 In Part XIV, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.**

Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items

b If the organization elected, as permitted under SFAS 116, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenues included in Form 990, Part VIII, line 1 ► \$

(ii) Assets included in Form 990, Part X ► \$

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 relating to these items

a Revenues included in Form 990, Part VIII, line 1 ► \$

b Assets included in Form 990, Part X ► \$

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)**

3 Using the organization's accession and other records, check any of the following that are a significant use of its collection items (check all that apply)

a  Public exhibition      d  Loan or exchange programs  
 b  Scholarly research      e  Other  
 c  Preservation for future generations

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIV

5 During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?  Yes  No

**Part IV Trust, Escrow and Custodial Arrangements.** Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?  Yes  No

b If "Yes," explain why in Part XIV and complete the following table

	Amount
1c	
1d	
1e	
1f	

2a Did the organization include an amount on Form 990, Part X, line 21?  Yes  No

b If "Yes," explain the arrangement in Part XIV

**Part V Endowment Funds.** Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

	(a) Current Year	(b) Prior Year	(c) Two Years Back	(d) Three Years Back	(e) Four Years Back
1a Beginning of year balance . . . . .					
b Contributions . . . . .					
c Investment earnings or losses . . . . .					
d Grants or scholarships . . . . .					
e Other expenditures for facilities and programs . . . . .					
f Administrative expenses . . . . .					
g End of year balance . . . . .					

2 Provide the estimated percentage of the year end balance held as

a Board designated or quasi-endowment ►  
 b Permanent endowment ►  
 c Term endowment ►

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by

(i) unrelated organizations . . . . .  
 (ii) related organizations . . . . .

b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R? . . . . .

4 Describe in Part XIV the intended uses of the organization's endowment funds

Yes	No
3a(i)	
3a(ii)	
3b	

**Part VI Investments—Land, Buildings, and Equipment.** See Form 990, Part X, line 10.

Description of investment	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Depreciation	(d) Book value
1a Land . . . . .				
b Buildings . . . . .				
c Leasehold improvements . . . . .		3,069,568	1,347,112	1,722,456
d Equipment . . . . .		4,542,659	3,550,669	991,990
e Other . . . . .		2,498,767	2,123,776	374,991
<b>Total.</b> Add lines 1a-1e (Column (d) should equal Form 990, Part X, column (B), line 10(c).) . . . . .				3,089,437

**Part VII Investments—Other Securities.** See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
Financial derivatives and other financial products		
Closely-held equity interests		
Other		
<b>Total.</b> (Column (b) should equal Form 990, Part X, col (B) line 12.) ►		

**Part VIII Investments—Program Related.** See Form 990, Part X, line 13.

(a) Description of investment type	(b) Book value	(c) Method of valuation Cost or end-of-year market value
<b>Total.</b> (Column (b) should equal Form 990, Part X, col (B) line 13.) ►		

**Part IX Other Assets.** See Form 990, Part X, line 15.

(a) Description	(b) Book value
OTHER RECEIVABLES	2,619,943
DUE FROM RELATED PARTIES	23,166,620
OTHER CURRENT ASSETS	227,512
OTHER ASSETS	3,650
<b>Total.</b> (Column (b) should equal Form 990, Part X, col.(B) line 15.) . . . . . ►	26,017,725

**Part X Other Liabilities.** See Form 990, Part X, line 25.

(a) Description of Liability	(b) Amount
Federal Income Taxes	
DUE TO AFFILIATES	28,677,978
<b>Total.</b> (Column (b) should equal Form 990, Part X, col (B) line 25.) ►	28,677,978

In Part XIV, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48

**Part XI Reconciliation of Change in Net Assets from Form 990 to Financial Statements**

1	Total revenue (Form 990, Part VIII, column (A), line 12)	1
2	Total expenses (Form 990, Part IX, column (A), line 25)	2
3	Excess or (deficit) for the year Subtract line 2 from line 1	3
4	Net unrealized gains (losses) on investments	4
5	Donated services and use of facilities	5
6	Investment expenses	6
7	Prior period adjustments	7
8	Other (Describe in Part XIV)	8
9	Total adjustments (net) Add lines 4 - 8	9
10	Excess or (deficit) for the year per financial statements Combine lines 3 and 9	10

**Part XII Reconciliation of Revenue per Audited Financial Statements With Revenue per Return**

1	Total revenue, gains, and other support per audited financial statements . . . . .	1
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12	
a	Net unrealized gains on investments . . . . .	2a
b	Donated services and use of facilities . . . . .	2b
c	Recoveries of prior year grants . . . . .	2c
d	Other (Describe in Part XIV) . . . . .	2d
e	Add lines 2a through 2d . . . . .	2e
3	Subtract line 2e from line 1 . . . . .	3
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1	
a	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	4a
b	Other (Describe in Part XIV) . . . . .	4b
c	Add lines 4a and 4b . . . . .	4c
5	Total Revenue Add lines 3 and 4c. (This should equal Form 990, Part I, line 12 ) . . . . .	5

**Part XIII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return**

1	Total expenses and losses per audited financial statements . . . . .	1
2	Amounts included on line 1 but not on Form 990, Part IX, line 25	
a	Donated services and use of facilities . . . . .	2a
b	Prior year adjustments . . . . .	2b
c	Losses reported on Form 990, Part IX, line 25 . . . . .	2c
d	Other (Describe in Part XIV) . . . . .	2d
e	Add lines 2a through 2d . . . . .	2e
3	Subtract line 2e from line 1 . . . . .	3
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:	
a	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	4a
b	Other (Describe in Part XIV) . . . . .	4b
c	Add lines 4a and 4b . . . . .	4c
5	Total expenses Add lines 3 and 4c. (This should equal Form 990, Part I, line 18 ) . . . . .	5

**Part XIV Supplemental Information**

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part XIV, lines 1b and 2b, Part V, line 4, Part X, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b

Identifier	Return Reference	Explanation
schedule d, part x - fin 48	FACULTY PRACTICE FOUNDATION, INC'S FINANCIAL STATEMENTS DID NOT REPORT	A LIABILITY FOR UNCERTAIN TAX POSITIONS UNDER FIN 48

## **Grants and Other Assistance to Organizations, Governments and Individuals in the U.S.**

Department of the Treasury  
Internal Revenue Service

**Complete if the organization answered "Yes," on Form 990, Part IV, lines 21 or 22. Attach to Form 990.**

## Open to Public Inspection

## Open to Public Inspection

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Name of the organization

Faculty Practice Foundation Inc &  
Affiliates

**Employer identification number**

90-0513372

## **Part I General Information on Grants and Assistance**

**1** Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? . . . . .  Yes  No

**2** Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

**Part II Grants and Other Assistance to Governments and Organizations in the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 21 for any recipient that received more than \$5,000. Check this box if no one recipient received more than \$5,000. Use Part IV and Schedule I-1 if additional space is needed.

<b>1(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
TRUSTEES OF BOSTON UNIVERSITY 881 COMMONWEALTH AVENUE BOSTON, MA 02118	04-2103547	501(c)(3)	32,239				
BOSTON MEDICAL CENTER 88 EAST NEWTON STREET BOSTON, MA 02118	04-3314093	501(C)(3)	315,050				
arthritis foundation 1330 west peachtree st atlanta, GA 30309	58-1341679	501(c)(3)	5,500				
american heart association 7272 greenville avenue dallas, TX 75231	13-5613797	501(c)(3)	35,486				

2 Enter total number of section 501(c)(3) and government organizations

**3 Enter total number of other organizations**

**Part III Grants and Other Assistance to Individuals in the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22. Use Schedule I-1 (Form 990) if additional space is needed.

**Part IV** **Supplemental Information.** Complete this part to provide the information required in Part I, line 2, and any other additional information.

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### See Additional Data Table

Identifier	Return Reference	Explanation
SCHEDULE I, PART 1, LINE 2		The FACULTY PRACTICE FOUNDATION, INC & affiliates utilize the BMC Grants Administration office for monitoring the use of grant funds. The BMC Grants Administration office maintains a policies and procedures manual for overseeing the life of a grant award. The manual outlines the roles and responsibilities of each party. Each grant is processed through the pre-award and post-award office for completeness. The pre-award office primarily reviews and maintains the records related to grants and contracts submitted and oversees compliance. The post-award office primarily maintains the accounting and budgeting of the award and oversees compliance and grant close-out procedures. These policies and procedures can be accessed internally via the intranet website.

**Schedule J**  
(Form 990)**Compensation Information**

OMB No 1545-0047

**2008****Open to Public  
Inspection**Department of the Treasury  
Internal Revenue Service

**For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**  
**► Attach to Form 990. To be completed by organizations that answered "Yes" to Form 990, Part IV, line 23.**

**Name of the organization**

Faculty Practice Foundation Inc &amp; Affiliates

**Employer identification number**

90-0513372

**Part I Questions Regarding Compensation**

**1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items

<input type="checkbox"/> First class or charter travel	<input type="checkbox"/> Housing allowance or residence for personal use
<input type="checkbox"/> Travel for companions	<input type="checkbox"/> Payments for business use of personal residence
<input type="checkbox"/> Tax indemnification and gross-up payments	<input type="checkbox"/> Health or social club dues or initiation fees
<input type="checkbox"/> Discretionary spending account	<input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef)

**b** If line 1a is checked, did the organization follow a written policy regarding payment or reimbursement or provision of all the expenses described above? If "No," complete Part III to explain

**2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?

**3** Indicate which, if any, of the following the organization uses to establish the compensation of the organization's CEO/Executive Director. Check all that apply

<input checked="" type="checkbox"/> Compensation committee	<input type="checkbox"/> Written employment contract
<input type="checkbox"/> Independent compensation consultant	<input type="checkbox"/> Compensation survey or study
<input type="checkbox"/> Form 990 of other organizations	<input type="checkbox"/> Approval by the board or compensation committee

**4** During the year, did any person listed in Form 990, Part VII, Section A, line 1a

**a** Receive a severance payment or change of control payment?  
**b** Participate in, or receive payment from, a supplemental nonqualified retirement plan?  
**c** Participate in, or receive payment from, an equity-based compensation arrangement?

If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III

**501(c)(3) and 501(c)(4) organizations only must complete lines 5-8.**

**5** For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of

**a** The organization?

**b** Any related organization?

If "Yes," to line 5a or 5b, describe in Part III

**6** For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of

**a** The organization?

**b** Any related organization?

If "Yes," to line 6a or 6b, describe in Part III

**7** For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III

**8** Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regs. section 53.4958-4(a)(3)? If "Yes," describe in Part III

	Yes	No
<b>1a</b>		
<b>1b</b>		
<b>2</b>		
<b>3</b>		
<b>4a</b>		No
<b>4b</b>		No
<b>4c</b>		No
<b>5a</b>		No
<b>5b</b>		No
<b>6a</b>		No
<b>6b</b>		No
<b>7</b>		No
<b>8</b>		No

**Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use Schedule J-1 if additional space needed.

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations described in the instructions on row (ii). Do not list any individuals that are not listed on Form 990, Part VII.

**Note.** The sum of columns (B)(i)-(iii) must equal the applicable column (D) or column (E) amounts on Form 990, Part VII, line 1a.

(A) Name	(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
	(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
See Additional Data Table	(i)						
	(ii)						
	(i)						
	(ii)						
	(i)						
	(ii)						
	(i)						
	(ii)						
	(i)						
	(ii)						
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	(ii)						
	(i)						
	(ii)						
	(i)						
	(ii)						
	(i)						
	(ii)						

**Part III**      **Supplemental Information**

Complete this part to provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 4c, 5a, 5b, 6a, 6b, 7, and 8. Also complete this part for any additional information.

**Software ID:**  
**Software Version:**

EIN: 90-0513372

Name: Faculty Practice Foundation Inc &amp; Affiliates

**Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**

(A) Name	(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
	(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
Jonathan S Olshaker MD	(i) 423,233 (ii) 0	0 0	93,058 0	27,048 0	19,239 0	562,578 0	0 0
Steve R Williams MD	(i) 398,690 (ii) 0	0 0	26,035 0	21,285 0	4,988 0	450,998 0	0 0
William A Macone	(i) 84,460 (ii) 0	0 0	21,417 0	13,048 0	53,341 0	172,266 0	0 0
Edward B Feinberg MD MPH	(i) 391,340 (ii) 0	0 0	41,763 0	27,048 0	19,610 0	479,761 0	0 0
Susannah G Rowe MD	(i) 200,242 (ii) 0	0 0	90,217 0	21,285 0	20,102 0	331,846 0	0 0
Manju L Subramanian MD	(i) 213,349 (ii) 0	0 0	8,557 0	20,056 0	622 0	242,584 0	0 0
Tony N Pira MD	(i) 200,425 (ii) 0	0 0	4,834 0	19,294 0	5,599 0	230,152 0	0 0
Larry Culpepper MD	(i) 286,122 (ii) 0	0 0	36,479 0	27,048 0	17,637 0	367,286 0	0 0
James M Becker MD	(i) 413,154 (ii) 0	0 0	559,375 0	27,048 0	27,654 0	1,027,231 0	0 0
Daniel G Remick MD	(i) 440,142 (ii) 0	0 0	141,121 0	0 0	19,170 0	600,433 0	0 0
Michael J O'Brien MD	(i) 200,939 (ii) 0	0 0	342,960 0	27,048 0	17,183 0	588,130 0	0 0
Alexander M Norbush MD	(i) 426,020 (ii) 0	0 0	204,209 0	22,885 0	19,143 0	672,257 0	0 0
William R Cranley MD	(i) 206,128 (ii) 0	0 0	149,585 0	27,048 0	4,400 0	387,161 0	0 0
Ewa Kuligowska MD	(i) 195,978 (ii) 0	0 0	93,116 0	25,428 0	498 0	315,020 0	0 0
Glenn Barest MD	(i) 208,330 (ii) 0	0 0	175,689 0	24,352 0	18,626 0	426,997 0	0 0
Richard K Babayan MD	(i) 422,716 (ii) 0	0 0	134,292 0	27,048 0	18,094 0	602,150 0	0 0
Carlos S Kase MD	(i) 309,301 (ii) 0	0 0	39,126 0	27,048 0	18,950 0	394,425 0	0 0
Lawrence S Chin MD	(i) 428,271 (ii) 0	0 0	266,889 0	25,135 0	19,201 0	739,496 0	0 0
Linda J Heffner md phd	(i) 424,638 (ii) 0	0 0	74,571 0	27,048 0	14,999 0	541,256 0	0 0
Aviva Lee-Parritz MD	(i) 207,192 (ii) 0	0 0	71,295 0	27,048 0	616 0	306,151 0	0 0
Paul M Hendessi MD	(i) 187,555 (ii) 0	0 0	19,031 0	19,503 0	15,847 0	241,936 0	0 0
Susanna M Walsh MD	(i) 123,777 (ii) 0	0 0	18,050 0	15,757 0	15,285 0	172,869 0	0 0
David C Harrison Jr MD	(i) 184,619 (ii) 0	0 0	10,881 0	0 0	18,728 0	214,228 0	0 0
Kathryn Knight	(i) 0 (ii) 121,018	0 5,279	0 1,101	0 9,091	0 16,557	0 153,046	0 0
Thomas A Einhorn MD	(i) 417,064 (ii) 0	0 0	303,617 0	27,048 0	25,467 0	773,196 0	0 0
Gregory A Antoine MD	(i) 416,924 (ii) 0	0 0	55,231 0	27,048 0	12,976 0	512,179 0	0 0
Domenic A Ciraulo MD	(i) 337,460 (ii) 0	0 0	42,556 0	27,048 0	32,580 0	439,644 0	0 0
Benedict D Daly MD	(i) 421,119 (ii) 0	0 0	227,633 0	27,048 0	19,339 0	695,139 0	0 0
Keith P Lewis MD	(i) 368,337 (ii) 0	0 0	48,025 0	27,048 0	945 0	444,355 0	0 0
Kenneth M Grundfast MD	(i) 375,979 (ii) 0	0 0	90,413 0	27,048 0	15,888 0	509,328 0	0 0
Barry S Zuckerman MD	(i) 186,717 (ii) 0	0 0	33,146 0	23,601 0	5,703 0	249,167 0	0 0
Robert J Vinci MD	(i) 276,786 (ii) 0	0 0	23,092 0	27,048 0	48,936 0	375,862 0	0 0
David DiFiore	(i) 0 (ii) 156,484	0 2,864	0 1,156	0 10,137	0 2,415	0 173,056	0 0
Howard Bauchner MD	(i) 200,327 (ii) 0	0 0	45,215 0	27,048 0	18,881 0	291,471 0	0 0
Shalender Bhasin MD	(i) 237,872 (ii) 0	0 0	16,331 0	30,485 0	18,818 0	303,506 0	0 0
Lewis Braverman MD	(i) 205,064 (ii) 0	0 0	13,692 0	25,397 0	1,206 0	245,359 0	0 0
David L Coleman MD	(i) 426,778 (ii) 0	0 0	252,249 0	14,035 0	2,018 0	695,080 0	0 0
Karen Freund MD	(i) 187,096 (ii) 0	0 0	17,233 0	24,918 0	17,740 0	246,987 0	0 0
Paul Skolnick MD	(i) 208,199 (ii) 0	0 0	27,407 0	27,048 0	20,846 0	283,500 0	0 0
Stephanie Lovell ESQ	(i) 0 (ii) 348,332	0 44,850	0 2,520	0 66,239	0 18,057	0 479,998	0 0
MINA YAAR MD	(i) 167,115 (ii) 0	0 0	67,217 0	24,675 0	1,495 0	260,502 0	0 0
DAVID NUNES MD	(i) 210,609 (ii) 0	0 0	43,222 0	25,885 0	7,148 0	286,864 0	0 0
EMELIA BENJAMIN MD	(i) 204,900 (ii) 0	0 0	1,842 0	28,547 0	26,871 0	262,160 0	0 0
STEPHANIE LEE MD	(i) 154,236 (ii) 0	0 0	38,471 0	23,181 0	3,858 0	219,746 0	0 0
Jeffrey h Spiegel md	(i) 206,022 (ii) 0	0 0	1,036,061 0	21,285 0	18,762 0	1,282,130 0	0 0
Timothy e Foster md	(i) 205,953 (ii) 0	0 0	822,203 0	25,885 0	18,890 0	1,072,931 0	0 0
William r Creevy md	(i) 208,271 (ii) 0	0 0	666,804 0	25,885 0	18,850 0	919,810 0	0 0
Tony y Tannoury md	(i) 205,081 (ii) 0	0 0	618,752 0	958 0	20,147 0	844,938 0	0 0
Andrew Stein md	(i) 208,330 (ii) 0	0 0	512,782 0	21,285 0	18,793 0	761,190 0	0 0
BARBARA GILCHREST MD	(i) 202,411 (ii) 0	0 0	74,323 0	27,048 0	6,778 0	310,560 0	0 0
ELLEN COOPER MD	(i) 118,009 (ii) 0	0 0	22,493 0	17,199 0	9,790 0	167,491 0	0 0
MANUEL S RAAGAS MD	(i) 202,269 (ii) 0	0 0	220,458 0	27,048 0	52,673 0	502,448 0	0 0
THOMAS MOORE MD	(i) 396,727 (ii) 0	0 0	52,519 0	27,048 0	18,660 0	494,954 0	0 0
francis a farraye md	(i) 202,607 (ii) 0	0 0	53,555 0	27,048 0	50,985 0	334,195 0	0 0
sharon a levine md	(i) 165,644 (ii) 0	0 0	23,812 0	22,965 0	18,726 0	231,147 0	0 0
ravin davidoff md	(i) 102,932 (ii) 184,079	0 13,000	77,981 19,179	14,385 12,798	24,991 20,710	220,289 249,766	0 0
john robert larrieux md	(i) 203,330 (ii) 0	0 0	26,466 0	27,048 0	18,792 0	275,636 0	0 0

2008

Open to Public  
InspectionSCHEDULE O  
(Form 990)

## Supplemental Information to Form 990

► **Attach to Form 990. To be completed by organizations to provide additional information for responses to specific questions for the Form 990 or to provide any additional information.**

**Name of the organization**  
Faculty Practice Foundation Inc & Affiliates

**Employer identification number**  
90-0513372

Identifier	Return Reference	Explanation
FORM 990, H (b) AFFILIATES INCLUDED IN GROUP RETURN		Boston University Medical Center Anesthesiologists, Inc 88 East New ton Street, Boston, MA 02118 04-3276227 Boston Emergency Physician Foundation, Inc 818 Harrison Avenue, Boston, MA 02118 04-3286156 Boston University Cardiac & Thoracic Surgical Foundation, Inc 88 East New ton Street, Boston, MA 02118 04-2966416 Boston University Dermatology, Inc 609 Albany Street, Boston, MA 02118 04-3335166 Boston University Dermatology Support Services I, Inc 609 Albany Street, Boston, MA 02118 04-3452877 Boston University Dermatology Support Services II, Inc 609 Albany Street, Boston, MA 02118 04-3452874 Boston University Surgical Associates, Inc 88 East New ton Street, Boston, MA 02118 04-3291148 Evans Medical Foundation, Inc 88 East New ton Street, Boston, MA 02118 51-0172171 Boston University Eye Associates, Inc 2005 Bay Street, Suite 201, Taunton, MA 02780 04-3137333 Boston University Family Medicine, Inc One Boston Medical Center, Dow ling 5 South, Boston, MA 02118 04-3354353 Boston University Mallory Pathology Associates, Inc 784 Massachusetts Avenue, Boston, MA 02118 04-2794543 Boston University Neurology Associates, Inc 720 Harrison Avenue, Suite 707, Boston, MA 02118 04-3428462 Boston University Neurosurgical Associates, Inc 88 East New ton Street, Boston, MA 02118 04-3296068 Boston University Obstetrics & Gynecology Foundation, Inc 818 Harrison Avenue, Boston, MA 02118 04-3067465 Boston University Orthopaedic Surgical Associates, Inc 720 Harrison Avenue, Suite 808, Boston, MA 02118 04-3354360 Boston University Medical Center Otolaryngologic Foundation, Inc 88 East New ton Street, Boston, MA 02118 04-3156471 Child Heath Foundation of Boston, Inc 818 Harrison Avenue, Dow ling 3 South, Boston, MA 02118 04-2472758 Boston University Plastic Surgery Associates, Inc 88 East New ton Street, Boston, MA 02118 04-3555478 Boston University Psychiatry Associates, Inc 720 Harrison Avenue, Boston, MA 02118 04-3355267 Boston University Medical Center Radiologists, Inc 88 East New ton Street, Boston, MA 02118 04-3283573 Boston Rehabilitation Medicine Associates, Inc 88 East New ton Street, Boston, MA 02118 04-3286641 Boston University General Surgical Associates, Inc 88 East New ton Street, Boston, MA 02118 04-3265008 Boston University Medical Center Urologists, Inc 88 East New ton Street, Boston, MA 02118 04-3286643

Identifier	Return Reference	Explanation
ORGANIZATION'S MISSION	FORM 990, PART I, LINE 1 AND PART III, LINES 1 AND 4	THE FACULTY PRACTICE PLANS ("THE PLANS") WERE ESTABLISHED AS NOT-FOR-PROFIT CORPORATIONS OPERATING EXCLUSIVELY FOR THE BENEFIT OF BOSTON MEDICAL CENTER AND BOSTON UNIVERSITY SCHOOL OF MEDICINE THE PLANS' PURPOSE IS TO PROVIDE, COORDINATE AND FACILITATE THE DELIVERY OF PATIENT CARE SERVICES AND TO PROMOTE THE DEVELOPMENT OF AN INTEGRATED SYSTEM OF DELIVERY TO MORE EFFICIENTLY AND EFFECTIVELY MEET THE HEALTH CARE NEEDS OF THE COMMUNITIES SERVED BY THE INSTITUTIONS THE PLANS PROVIDE AMBULATORY SERVICES RANGING FROM PRIMARY ADULT AND PEDIATRIC CARE TO ADVANCED SPECIALTY CARE, AFFILIATED PHYSICIANS ALSO STAFF THE LARGEST 24 HOUR LEVEL 1 TRAUMA CENTER IN NEW ENGLAND THE FOLLOWING 23 plans WERE ESTABLISHED AS SEPARATE 501(C)(3) CORPORATIONS BOSTON UNIVERSITY MEDICAL CENTER ANESTHESIOLOGISTS, INC BOSTON EMERGENCY PHYSICIAN FOUNDATION, INC BOSTON UNIVERSITY CARDIAC & THORACIC SURGICAL FOUNDATION, INC BOSTON UNIVERSITY DERMATOLOGY, INC BOSTON UNIVERSITY DERMATOLOGY SUPPORT SERVICES I, INC BOSTON UNIVERSITY DERMATOLOGY SUPPORT SERVICES II, INC BOSTON UNIVERSITY SURGICAL ASSOCIATES, INC EVANS MEDICAL FOUNDATION, INC BOSTON UNIVERSITY EYE ASSOCIATES, INC BOSTON UNIVERSITY FAMILY MEDICINE, INC BOSTON UNIVERSITY MALLORY PATHOLOGY ASSOCIATES, INC BOSTON UNIVERSITY NEUROLOGY ASSOCIATES, INC BOSTON UNIVERSITY NEUROSURGICAL ASSOCIATES, INC BOSTON UNIVERSITY OBSTETRICS & GYNECOLOGY FOUNDATION, INC BOSTON UNIVERSITY ORTHOPAEDIC SURGICAL ASSOCIATES, INC BOSTON UNIVERSITY MEDICAL CENTER OTOLARYNGOLOGIC FOUNDATION, INC CHILD HEATH FOUNDATION OF BOSTON, INC BOSTON UNIVERSITY PLASTIC SURGERY ASSOCIATES, INC BOSTON UNIVERSITY PSYCHIATRY ASSOCIATES, INC BOSTON UNIVERSITY MEDICAL CENTER RADIOLOGISTS, INC BOSTON REHABILITATION MEDICINE ASSOCIATES, INC BOSTON UNIVERSITY GENERAL SURGICAL ASSOCIATES, INC BOSTON UNIVERSITY MEDICAL CENTER UROLOGISTS, INC FINANCIAL STATEMENTS AND REPORTING FORM 990, PART IV, LINE 12 AND PART XI, LINE 2B THE FACULTY PRACTICE PLANS received AUDITED FINANCIAL STATEMENTS HOWEVER, BECAUSE THE FINANCIAL STATEMENTS INCLUDE the faculty practice foundation, THIS QUESTION IS ANSWERED "NO" GOVERNANCE, MANAGEMENT, AND DISCLOSURE FORM 990, PART VI, SECTION A, LINE 1B AND 2 ALL OFFICERS AND DIRECTORS ARE EMPLOYEES OF EITHER BOSTON UNIVERSITY OR BOSTON MEDICAL CENTER, RELATED ORGANIZATIONS GOVERNANCE, MANAGEMENT, AND DISCLOSURE FORM 990, PART VI, SECTION A, LINE 10 PRIOR TO THE FILING OF the FORM 990 WITH THE IRS, THE FORM 990 prepared by our outside tax consultants WAS REVIEWED BY INTERNAL MANAGEMENT THE AUDIT AND COMPLIANCE COMMITTEE OF THE Boston medical center BOARD OF TRUSTEES then REVIEWed THE RETURN each member of the plans' board w as provided A COPY OF THE FINAL FORM 990 prior to filing governance, management, and disclosure form 990, part vi, section b, line 12 conflict of interest questionnaires for the fiscal year ending june 30, 2009 w ere distributed on january 8, 2010 by the compliance and legal services department THE CHIEF COMPLIANCE OFFICER QUERies TRUSTEES, officers and directors on at least an annual basis regarding relationships that may create potential conflicts of interest The Chief Compliance Officer review s all disclosures and determines w hether there are actual or potential conflicts of interest The Chief Compliance Officer informs the General Counsel of any actual or potential conflicts of interest The General Counsel advises the board of trustees and officers of the corporation accordingly GOVERNANCE, MANAGEMENT, AND DISCLOSURE FORM 990, PART VI, SECTION B, LINE 14 As of jUNE 30, 2009, there w as no formal policy in place for the plans to govern document retention and destruction HOWEVER, THE PLANS FOLLOWED BOSTON MEDICAL CENTER'S POLICY IN PRACTICE effective MARCH 12, 2010, The plans have adopted the Boston Medical Center policy in regards to document retention and destruction w ith certain addendums as defined GOVERNANCE, MANAGEMENT, AND DISCLOSURE FORM 990, PART VI, SECTION B, LINE 15 A & B THE plans do NOT HAVE A COMPENSATION COMMITTEE how ever, the faculty practice FOUNDATION ("the foundation"), the planS' parent ORGANIZATION, haS a compensation committee for purposes of review ing the plans' officer's compensation The Foundation Compensation Committee has two members including the President and CEO of Boston medical center and the Dean of Boston University School of Medicine This Committee is responsible for approving the compensation for certain physician executives An annual meeting of the Foundation's Compensation Committee w as held on June 11, 2008 to review and approve the FY2009 proposed compensation for the physician executives serving as presidents of the plans as w ell as the executive contracted to serve as the department chair of Anesthesia For FY2009 the salary of each of the physician executives under consideration w as provided to the Committee The Committee evaluated and relied upon comparable data in making its decision The comparable data consisted of compensation survey information from the AAMC for each specialty w here available, listing both the fiftieth and seventy-fifth salary percentiles The proposed compensation as submitted or amended by the Committee w as voted upon by the Committee The Committee's assessment of these considerations is contained in the official minutes GOVERNANCE, MANAGEMENT, AND DISCLOSURE Form 990, part VI, Section A The plans are affiliated w ith Boston Medical Center ("BMC") and Boston University School of Medicine ("BUSM") The Plans each entered into a common paymaster agreement w ith BMC and the Trustees of Boston University ("BU") Under the terms of the physician practice agreements, faculty physicians and practitioners ("Faculty Members") are employed by the individual Plans The Faculty serves the benefit of BMC (by providing clinical services) and BUSM (by serving as faculty members of BUSM) Each Plan, w ith respect to each Faculty member that the Plan employs, pays BU 28 1% of each Faculty member's salary up to a \$230,000 base, for reimbursement of fringe benefits and related paymaster fees If a particular Faculty member's salary exceeds the base amount of \$230,000, the Plans further pay BU 8 1% on such excess up to an amount equal to the FICA limit for that particular year and then 1 9% on any amount in excess of the applicable FICA limit The Plans also pay for a portion of administrative salaries and fringe benefits for nonphysician employees of BMC, w ho provide services to them



**SCHEDULE R  
(Form 990)**

## Related Organizations and Unrelated Partnerships

OMB No 1545-0047

2008

**Open to Public  
Inspection**

Department of the Treasury  
Internal Revenue Service

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► **Attach to Form 990. To be completed by organizations that answered "Yes" to Form 990, Part IV, lines 33, 34, 35, 36, or 37.**  
► See separate instructions.

► **See separate instructions**

**Name of the organization**

**Employer identification number**

90-051337

## Part I Identification of Disregarded Entities

## **Part II Identification of Related Tax-Exempt Organizations**

(A) Name, address, and EIN of related organization	(B) Primary activity	(C) Legal domicile (state or foreign country)	(D) Exempt Code section	(E) Public charity status (if section 501(c)(3))	(F) Direct controlling entity
BOSTON MEDICAL CENTER  88 EAST NEWTON STREET BOSTON, MA02118 04-3314093	healthcare	MA	501(C)(3)	3	NA
TRUSTEES OF BOSTON UNIVERSITY  881 COMMONWEALTH AVENUE BOSTON, MA02115 04-3314093	EDUCATION	MA	501(C)(3)	2	NA
FACULTY PRACTICE FOUNDATION INC  660 Harrison Avenue 3rd Floor Boston, MA02118 04-3289381	healthcare	MA	501(C)(3)	11b II	NA

### **Part III Identification of Related Organizations Taxable as a Partnership**

**Part IV Identification of Related Organizations Taxable as a Corporation or Trust**

**Part V Transactions with Related Organizations****Note.** Complete line 1 if any entity is listed in Parts II, III or IV

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

a Receipt of (i) interest (ii) annuities (iii) royalties (iv) rent from a controlled entity

b Gift, grant, or capital contribution to other organization(s)

c Gift, grant, or capital contribution from other organization(s)

d Loans or loan guarantees to or for other organization(s)

e Loans or loan guarantees by other organization(s)

f Sale of assets to other organization(s)

g Purchase of assets from other organization(s)

h Exchange of assets

i Lease of facilities, equipment, or other assets to other organization(s)

j Lease of facilities, equipment, or other assets from other organization(s)

k Performance of services or membership or fundraising solicitations for other organization(s)

l Performance of services or membership or fundraising solicitations by other organization(s)

m Sharing of facilities, equipment, mailing lists, or other assets

n Sharing of paid employees

o Reimbursement paid to other organization for expenses

p Reimbursement paid by other organization for expenses

q Other transfer of cash or property to other organization(s)

r Other transfer of cash or property from other organization(s)

	Yes	No
1a		No
1b		No
1c		No
1d		No
1e		No
1f		No
1g		No
1h		No
1i		No
1j		No
1k		No
1l		No
1m	Yes	
1n	Yes	
1o	Yes	
1p	Yes	
1q		No
1r		No

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds

	(A) Name of other organization(s)	(B) Transaction type(a-r)	(C) Amount Involved
(1)			
(2)			
(3)			
(4)			
(5)			
(6)			

## Part VI Unrelated Organizations Taxable as a Partnership

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

## Additional Data

**Software ID:**  
**Software Version:**  
**EIN:** 90-0513372  
**Name:** Faculty Practice Foundation Inc & Affiliates

### Form 990, Part VII - Section Aaa

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W- 2/1099MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual Trustee or Director	Institutional Trustee	Officer	Key employee	Employee highest compensated	Former			
Jonathan S Olshaker MD , President-ER	40 0	X		X				516,291	0	46,287
Steve R Williams MD , President-REHAB	40 0	X		X				424,725	0	26,273
Edward B Feinberg MD MPH , President-EYE	40 0	X		X				433,103	0	46,658
Susannah G Rowe MD , Director-EYE	40 0	X						290,459	0	41,387
Manju L Subramanian MD , Director-EYE	40 0	X						221,906	0	20,678
Tony N Pira MD , Director-EYE	40 0	X						205,259	0	24,893
Larry Culpepper MD , President-FAMILY	40 0	X		X				322,601	0	44,685
James M Becker MD , President-SURGICAL	40 0	X		X				972,529	0	54,702
Daniel G Remick MD , President-PATH	40 0	X		X				581,263	0	19,170
Michael J O'Brien MD , Director-PATH	40 0	X						543,899	0	44,231
Alexander M Norbush MD , President-RADIO	40 0	X		X				630,229	0	42,028
William R Cranley MD , Treasurer-RADIO	40 0	X		X				355,713	0	31,448
Glenn Barest MD , Director-RADIO	40 0	X						384,019	0	42,978
Richard K Babayan MD , President-UROLOGY	40 0	X		X				557,008	0	45,142
Carlos S Kase MD , President/Director-NEURO	40 0	X		X				348,427	0	45,998
Lawrence S Chin MD , President-NEURO	40 0	X		X				695,160	0	44,336
Linda J Heffner md phd , President-OBGYN	40 0	X		X				499,209	0	42,047
Aviva Lee-Parritz MD , Director-BU OBGYN	40 0	X						278,487	0	27,664
Paul M Hendessi MD , Director-OBGYN	40 0	X						206,586	0	35,350
Therese McMahan CNM , Director-OBGYN	40 0	X						109,775	0	368
Susanna M Walsh MD , Director-OBGYN	40 0	X						141,827	0	31,042
David C Harrison Jr MD , Director-OBGYN	40 0	X						195,500	0	18,728
Thomas A Einhorn MD , President-ORTHO	40 0	X		X				720,681	0	52,515
Gregory A Antoine MD , President-PLASTICS	40 0	X		X				472,155	0	40,024
Domenic A Ciraulo MD , President/CEO-PSYCH	40 0	X		X				380,016	0	59,628
Benedict D Daly MD , President-C&T	40 0	X		X				648,752	0	46,387
Keith P Lewis MD , President-ANES	40 0	X		X				416,362	0	27,993
Kenneth M Grundfast MD , President-OTO	40 0	X		X				466,392	0	42,936
Barry S Zuckerman MD , President-CHF	40 0	X		X				219,863	0	29,304
Robert J Vinci MD , Vice President-CHF	40 0	X		X				299,878	0	75,984

## Form 990, Part VII - Section Aaa

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)					(D) Reportable compensation from the organization (W- 2/1099MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations	
		Or Director	Individual Trustee	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former		
David DiFiore , Treasurer/Director-CHF	40 0	X		X				0	160,504	12,552
Howard Bauchner MD , Clerk-CHF	40 0	X		X				245,542	0	45,929
Shalender Bhasin MD , Director-EMF	40 0	X						254,203	0	49,303
Lewis Braverman MD , Clerk-EMF	40 0	X		X				218,756	0	26,603
David L Coleman MD , President-EMF	40 0	X		X				679,027	0	16,053
Karen Freund MD , Director-EMF	40 0	X						204,329	0	42,658
Paul Skolnick MD , Director-EMF	40 0	X						235,606	0	47,894
MINA YAAR MD , DIRECTOR-DERM	40 0	X		X				234,332	0	26,170
STEPHEN CHRISTIANSEN MD , PRESIDENT-EYE	40 0	X		X				0	0	0
DAVID NUNES MD , DIRECTOR-EMF	40 0	X						253,831	0	33,033
EMELIA BENJAMIN MD , DIRECTOR- EMF	40 0	X						206,742	0	55,418
STEPHANIE LEE MD , DIRECTOR-EMF	40 0	X						192,707	0	27,039
adrienne e rogers md , director-radio	40 0	X						0	0	0
francis a farraye md , director-emf	40 0	X						256,162	0	78,033
sharon a levine md , director-emf	40 0	X						189,456	0	41,691
ravin davloff md , director-emf	40 0	X						180,913	216,258	72,884
samantha e kaplan md , director-obgyn	40 0	X						105,011	0	26,591
john robert larrieux md , director-obgyn	40 0	X						229,796	0	45,840
William A Macone , Treasurer-DERM	40 0			X				105,877	0	66,389
Ewa Kuligowska MD , Clerk-RADIO	40 0			X				289,094	0	25,926
Kevin Maguire , Clerk-NEURO	40 0			X				0	106,274	20,448
Kathryn Knight , Treasurer-OBGYN	40 0			X				0	127,398	25,648
Stephanie Lovell ESQ , Assistant Clerk	1 0			X				0	395,702	84,296
DIANE HOLMES , treasurer-EMF	40 0			X				0	88,480	6,596
ayesha cummings , clerk-obgyn	40 0			X					0	
Jeffrey h Spiegel md , PROFESSOR/PHYSICIAN-Oto	40 0					X		1,242,083	0	40,047
Timothy e Foster md , PROFESSOR/PHYSICIAN-Ortho	40 0					X		1,028,156	0	44,775
William r Creevy md , PROFESSOR/PHYSICIAN-ORTHO	40 0					X		875,075	0	44,735
Tony y Tannoury md , PROFESSOR/PHYSICIAN-ORTHO	40 0					X		823,833	0	21,105
Andrew Stein md , PROFESSOR/PHYSICIAN-ORTHO	40 0					X		721,112	0	40,078

## Form 990, Part VII - Section Aaa

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)					(D) Reportable compensation from the organization (W- 2/1099MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual Trustee or Director	Institutional Trustee	Officer	Key employee	Highest compensated employee			
BARBARA GILCHREST MD , FMR PRESIDENT/DIRECTOR-DERM	40 0					X	276,734	0	33,826
ELLEN COOPER MD , FMR TREASURER/DIRECTOR-CHF	40 0					X	140,502	0	26,989
MANUEL S RAAGAS MD , FMR CLERK- RADIO	40 0					X	422,727	0	79,721
THOMAS MOORE MD , FMR PRESIDENT-EMF	40 0					X	449,246	0	45,708

**Form 990, Part VIII - Statement of Revenue - 2a - 2g Program Service Revenue -**

	<b>Business Code</b>	<b>(A) Total Revenue</b>	<b>(B) Related or Exempt Function Revenue</b>	<b>(C) Unrelated Business Revenue</b>	<b>(D) Revenue Excluded from Tax under IRC 512, 513, or 514</b>
<b>a</b> PATIENT REVENUE	900,099	129,488,382	129,488,382		
<b>b</b> INSTITUTIONAL SUPPORT	900,099	108,922,988	108,922,988		
<b>c</b> FREE CARE REIMBURSEMENT	900,099	7,943,812	7,943,812		
<b>d</b> RESEARCH SUPPORT	900,099	1,718,183	1,718,183		
<b>e</b> OTHER HEALTH REVENUE	541,380	35,302,098	35,276,398	25,700	