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DLN: 93493195006010

Form 990

Return of Organization Exempt From Income Tax

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

2008

OMB No 1545-0047

pen to Public

Department of the Treasury
Internal Revenue Service

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

Open to Public

A F.		1000	landar	r, or tax year beginning 09-01-2008	and ending 08-31-200				•
				C Name of organization	and ending 08-31-200	9		D Employer ide	entification number
_	eck if ap dress cha		Please use IRS	Northwestern University				36-216781	7
_			label or	Doing Business As				E Telephone nu	
_	me chan		print or type. See					(847) 491-	3741
Ini	tıal retur	'n	Specific Instruc-	Number and street (or P O box if mail is no	ot delivered to street addre	ss) Room	ı/suite		ts \$ 3,909,838,091
Te	mınatıoı	n	tions.	633 Clark St					+ -,,,
- Am	nended r	eturn		City or town, state or country, and ZIP + 4		<u> </u>			
— _{Ap}	plication	pending		Evanston, IL 60208					
			E Nan	ne and address of Principal Officer		11/->			•
				Sunshine			affilia	s a group return tes?	TYes ▼No
			633 CI						,,
- То		nt status		on, IL 60208	F37	H(b)	Are all	affiliates includ	ed?
[Ia	x-exem	pt status	 ♥ 501(c)	(3) ◀ (insert no)	527				See instructions)
ı w	eb site	e: 🕨 www	northwest	ern edu		H(c)	Grou	p Exemption Nu	mber 🟲
						<u> </u>			
К Тур	e of org	anızatıon	✓ Corporat	on		L Yea	r of For	mation 1851 M	State of legal domicile IL
Pa	rt I	Sumn	nary						
	1	Briefly d	escribe th	e organization's mission or most signi	ficant activities				
ψ		Education	on and rese	earch					
Governance									
Ě									
5	2	Check th	nis box 🖵	if the organization discontinued its op	erations or disposed o	f more t	han 2	5% of its asset	s
	3	Number	of voting r	nembers of the governing body (Part V	/I, line 1a)			3 _	36
Activities &	4	Number	of indepen	dent voting members of the governing	body (Part VI, line 1t	o)		. 4 _	28
₽	5	Total nu	mber of en	nployees (Part V , line 2a)				5 _	20,801
Ę	6	Total nu	mber of vo	lunteers (estimate if necessary) .				6 _	0
ŧ	7a	Total gro	oss unrela	ted business revenue from Part VIII,	line 12, column (C)			7a _	-8,126,684
	ь	Net unre	lated busi	ness taxable income from Form 990-1	T, lıne 34 🔒 🔒			7b	0
							Prio	or Year	Current Year
	8	Contrib	utions and	grants (Part VIII, line 1h)		:	323,538,529	199,295,810	
₽	9	Progran	n service	revenue (Part VIII, line 2g)		1,:	162,227,925	1,347,831,746	
Revenue	10	Investr	ment incor	ne (Part VIII, column (A), lines 3, 4, a		1,:	155,422,003	-55,764,935	
Ľ	11	Otherr	evenue (P	art VIII, column (A), lines 5, 6d, 8c, 9			85,167,855	82,205,410	
	12	Total re	evenue—a	dd lines 8 through 11 (must equal Par	t VIII, column (A), lin	е			
		12)						726,356,312	1,573,568,031
	13	Grants	and simila	r amounts paid (Part IX, column (A), l	lines 1-3)		:	196,437,527	235,491,275
	14	Benefit	s paid to o	r for members (Part IX, column (A), lii	ne 4)				C
ø	15		s, other co	mpensation, employee benefits (Part	IX, column (A), lines 5	5 –		780,050,370	701 262 543
φ		10)			4.4		, ,	791,263,543	
Expenses	16a			raising fees (Part IX, column (A), line		0	253,403		
ठ	Ь			penses, Part IX, column (D), line 25 $\frac{28,614,06}{6}$					
	17	Othere	expenses (Part IX, column (A), lines 11a–11d, 1	L1f-24f)			773,322,048	878,539,844
	18	Total e	xpenses—	add lines 13–17 (must equal Part IX,	line 25, column (A))		1,	749,809,945	1,905,548,065
	19	Revenu	ie less exp	enses Subtract line 18 from line 12			9	976,546,367	-331,980,034
ලී. දී						В	eginni	ng of Year	End of Year
90 m	20	Total a	ssets (Par	t X, line 16)			9,:	124,001,114	7,920,245,885
Net Assets or Fund Balances	21	Total li	abılıtıes (F	art X, line 26)			1,:	397,758,698	1,590,762,503
<u> </u>	22		-	d balances Subtract line 21 from line	20		-	726,242,416	6,329,483,382
	11 III		ature Blo				′,	5,2 12,710	0,020,700,002
ΡŒ				rjury, I declare that I have examined this retu	rn including accompanying	schodulo	c and c	tatements, and to t	the hest of my knowledge
				correct, and complete Declaration of preparer					
Plea		 					2010-	07-14	
Sigr		Signa	ture of office	r			Date		
Her	е			Sr VP for Business and Finance					
		Туре	or print nam	e and title					
		Preparer's		D		Check If		Preparer's PTIN	(See Gen Inst)
Paid		signature				self- empolyed	• —		
	arer's	Firm's nai	me (or yours	■ Deloitte Tax LLP		poi, cu	· 1	1	
	Only	ıf self-em	ployed),	P				EIN Þ	
		address, a	and ZIP + 4	111 S Wacker Drive				Phone no ▶ (3	312) 486-1000
				Chicago, IL 60606				Thoric no F (3	<u> </u>
1ay	the IRS	S discus	s this retu	rn with the preparer shown above? (Se	e instructions)				┌Yes ┌No

Part III Statement of Program Service Accomplishments (See the instructions.)

1	Briefly describe the organization's mission				
	University Mission Statement Northwestern is diverse academic community	committed to excellent tea	aching, innovative researd	ch, and the personal and intellectua	al growth of its students in a
2	Did the organization undertake any si the prior Form 990 or 990-EZ? .		vices during the yea	r which were not listed on	ΓYes ▼ No
_	If "Yes," describe these new services				
3	Did the organization cease conducting services? If "Yes," describe these changes on S				┌ Yes ┌ No
4	,				
4	Describe the exempt purpose achieve Section 501(c)(3) and (4) organization others, the total expenses, and reven	ons and 4947(a)(1) tr	usts are required to	report the amount of grants	
4a	(Code) (Expenses \$ Education of students For the 2009 academ The exempt purpose of Northwestern Universtudent body in a comprehensive range of a and professional fields, closely related to res	nc year, 8,497 undergradursity is to provide educatio cademic and professional	nal services to its student fields. At the graduate lev	ts This includes superior undergrad	uate education for a diverse
4b	(Code) (Expenses \$ Research activities The research program a	• •	including grants of \$ is a major component of	28,735,140) (Revenue \$ University efforts, assuring institut	424,774,824) ional leadership in scientific
	discovery, intellectual inquiry, and creative p well as undergraduate studies	errormance The characte	r of this research shapes	all areas of University endeavor, e	specially graduate education as
4c	(Code) (Expenses \$ Auxilliary enterprises serve the educational n student, faculty, and staff activities	• •	including grants of \$ ing residences and food s) (Revenue \$ services, and other various goods a	69,625,166) and services to support University
	Other program services (Describe i	n Schedule O 1			
	(Expenses \$	including grants of	\$) (Revenue \$)
4e	Total program service expenses \$	1,636,830,553	Must equal Part IX	(, Line 25, column (B).	

Part IV	Checkli	st of	Required	Schedules

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	1	Yes	
2	Is the organization required to complete Schedule B, Schedule of Contributors? 🕏	2	Yes	
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	3		Νο
4	Section 501(c)(3) organizations Did the organization engage in lobbying activities? If "Yes," complete Schedule C, Part II	4	Yes	
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	5		
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.	6	Yes	
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	7		No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	8		No
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	9		No
10	Did the organization hold assets in term, permanent,or quasi-endowments? If "Yes," complete Schedule D, Part $\sqrt[N]{4}$	10	Yes	
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	11	Yes	
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 .	12		No
13	Is the organization a school as described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13	Yes	
14a	Did the organization maintain an office, employees, or agents outside of the U S ?	14a	Yes	
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	14b	Yes	
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	15	Yes	
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	16	Yes	
17	Did the organization report more than \$15,000 on Part IX, column (A), line 11e? If "Yes," complete Schedule G, Part I	17	Yes	
18	Did the organization report more than \$15,000 total on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18	Yes	
19	Did the organization report more than \$15,000 on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19		No
20	Did the organization operate one or more hospitals? If "Yes," complete Schedule H	20		No
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	21	Yes	
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	22	Yes	
23	Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5? If "Yes," complete Schedule J	23	Yes	
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	24a	Yes	
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		No
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?	24c		No
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		Νο
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	25a		No
b	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	25b		No
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	26		No
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	27	Yes	

Part IV Checklist of Required Schedules (Continued)

			163	110
28	During the tax year, did any person who is a current or former officer, director, trustee, or key employee			
а	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	28a	Yes	
b	Have a family member who had a direct or indirect business relationship with the organization? If "Yes," complete Schedule L, Part IV	28b	Yes	
С	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.	28c	Yes	
29	Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M 🕏	29	Yes	
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M	30	Yes	
31	Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I	31		Νo
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32		Νo
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	33		Νo
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	34	Yes	
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	35	Yes	
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	36		Νο
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,	37		Νο
	Part VI 📆		<u> </u>	·

Enter the number reported in Box 3 of Form 1006, Annual Summary and Transmittal of U.S. Information Returns. Enter-0- if not applicable. b Enter the number of Forms W-26 included in line 1a. Enter-0- if not applicable. c Did the organization comply with backup withholding nulse for reportable against gramming campling with maps to prize winners? 2. Enter the number of amplicases reported on Form W-3, Transmitted Wage and Fax Statements Intelligent to the Control of the Control o	Pa	rt V Statements Regarding Other IRS Filings and Tax Compliance			
a 22,551 b Enter the number of Forms W-2G included in line 1a Enter-0-if not applicable c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (paming) to prize with part or payments and the payments and the payments and the payments are comply with backup withholding rules for reportable payments to vendors and reportable gaming (paming) amming to prize within 5%. 2a Enter the number of employees reported on Form W-3, Transmitted or Wage and Tax Statements titled for the cellered rayer and major within the year covered by this statement than 2d, yet may be required to e-filt the return. 1b If at least one is reported in 2a, did the organization file all required finderal employment tax returns? 1b If a least one is reported in 2a, did the organization file all required finderal employment tax returns? 1b If a least one is reported in 2a, did the organization file all required finderal employment tax returns? 1b If a least one is reported in 2a, did the organization file all required finderal employment tax returns? 1c If a least one is reported in 2a, did the organization of the file the return. 2c If If a least one is reported in 2a, did the organization have an interest in or a significant or an interest in or an interest in or a significant or an interest in or a significant or an interest in or as significant or an interest in ordanization or significant or an interest in ordanization or significant or an interest in ordanization or significant or				Yes	No
b Enter the number of Forms W-2G included in line 1a. Enter-0- if not applicable c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable parming (gambling) within 150 prize withorities. 2a. Enter the number of implyes a reported on Form W-3, Transmitted of Wage and Tax Steamments (field for the calendar year ending with or within the year covered by this return. 2b. If at least one is reported in 2a, did the organization file all required feedler employment tax returns? 2b. If a least one is reported in 2a, did the organization file all required feedler employment tax returns? 2c. 801 b If states to the service of the calendar year ending with or within the year covered by this return. 3c. 902 c the derganization have univolated business gross income of \$2,000 or more during the year covered by this return. 3c. 903 b If Yea, "has third a form 990-T for this year? If No." provide an explanation in Schedule 0. 3c. 905 d At any time during the calendar year, did the organization have an interest in, or a signature or other authority account; year in the forms country. 4c. 905 d At any time during the calendar year, did the organization was an interest in, or a signature or other authority account? 4c. 905 d If Yea," anter the raise of the forms country \$10.0A see the instructions for exceptions and filing requirements for Form TDF 90-22.1, Report of Foreign Bank and Phanacea Accounts, or other financial and the Accountry of the financial and the organization that it was one a party to a prohibited tax sheller transaction? 5c. 17 Yea," to 5 a or 5b, did the organization that it was one a party to a prohibited tax sheller transaction? 5c. 17 Yea," to 5 are 5b, did the organization that it was one a party to a prohibited tax sheller transaction? 5c. 17 Yea, or 5 and 5 by the programation include with every solicitation an express statement that such contributions or gifts were not tax deductible? 5c. 17 Yea, and the organization mortify the don	1a	· · · · · · · · · · · · · · · · · · ·			
b Enter the number of Forms W-2G included in line 1a. Enter-6- if not applicable c. Did the organization comply with backup withholding rules for reportable parments to windors and reportable gamming domining domining to prize winners? 2a. Enter the number of employees reported on Form W-3, Transmitted of Wage and Tax. Statements fill did for the calendar year ending with or within the year covered by this return. 2b. If at least one is reported in 2a, did the organization file all required federal employment tax returns? 3b. If at least one is reported in 2a, did the organization file all required federal employment tax returns? 3c. Vas. 3b. If Yes, The sit filed a Form 950-T for this year? If No, "provide an explanation in Schedulc O. 3c. Vas. 3c					
c Dut the organization comply with backup withholding rules for reportable payments to vendors and reportable payments to vendors and reportable payments to vendors and reportable payments for more provided or the calendar year and no more vendors and reportable payments for the vendors and reportable payments for the more vendors and reportable payments for the calendar year anding with or within the year covered by this return. 20,801 b if stateset one is reported in 2,3 did the organization file all required feederal employment tax returns? 30 Did the organization have unrelated bissness gross income of \$1,000 or more groung the year covered by this return? 31 Did the organization have unrelated bissness gross income of \$1,000 or more groung the year covered by this return? 32 Viss 10 Did the organization have unrelated bissness gross income of \$1,000 or more groung the year covered by this return? 33 Did the organization have unrelated bissness gross income of \$1,000 or more groung the year covered by this return? 34 At any time during the calendar year, did the organization file when a interest in, or a significant or other authority over, is mancial account; and the proposition of the proposition	_				
a Enter the number of employees reported on Form W-3, Traismittal of Wage and Tax Statements field for the calendar year ending with or within the year covered by this return. b If sat least one is reported in 12, did the organization file all required federal employment tax returns? 30 Dist the organization have unrelated business gross income of \$1,000 or more during the year covered by this return? 31 Dist the organization have unrelated business gross income of \$1,000 or more during the year covered by this return? 32 Dist the organization have unrelated business gross income of \$1,000 or more during the year covered by this return? 33 Dist the organization have unrelated business gross income of \$1,000 or more during the year covered by this return? 34 At any time during the calendar year, did the organization that we an interest in, or a significant or other authority over, a financial Accounts. 45 A any time during the calendar year, did the organization that a seak account, securities account, or other financial accounts? 54 A many time during the calendar year, did the organization that it was or is a party to a prohibited at a shelter transaction and financial Accounts. 55 Was the organization aparty to a prohibited tax shelter transaction at 11" year, or the foreign country \$11. QA and years are prohibited tax shelter transaction? 55 Was the organization or party to a prohibited tax shelter transaction and the prohibited far Shelter Transaction? 56 Did the organization sport of the domain that were not tax deductible? 57 Organizations that may receive deductible contributions on express statement that such contributions or gifts were not tax deductible? 58 Diff Year, did the organization neith the domain accountry of the prohibited tax shelter transaction and promises of the prohibited tax shelter transaction? 58 Diff Year, did the organization neith to denote of the value of the goods or services provided? 59 Diff Year, did the organization neith to denote of the value of the goods or	b	Enter the number of Forms W-2G included in line 1a Enter -0- if not applicable 1b			
The fact the number of employees reported on Form PD-3, Transmittal of Wape and Tay Statements filed for the caleadary year andings with or within the year covered by this 2a 20,801	c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable			
stements filed for the calendary year ending with or within the year covered by this return or increments and a case greater that set the organization file all required federal employment tex returns? Note if the sum of times is and 2 as greater than 250, you may be required to e-file this return. 3a Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return? 3b If Yes; has if filed a Form 990-T for this year? If No, "provide an explanation in Schedule 0. 3i Hyes A trany time during the cleaned 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)? b If Yes; a first this name of the foreign country NI. QA See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts. See Wes the organization a party to a prohibited tax shelter transaction? b Id any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? c If Yes; To 5 a or 55, did the organization mickle with very solicitation an express statement that such contributions orgits were not tax deductible? b If Yes; I did the organization mickle with very solicitation an express statement that such contributions orgits were not tax deductible? b If Yes; I did the organization mickle with very solicitation and express statement that such contributions orgits were not tax deductible? b If Yes; I did the organization mickle with very solicitation and express statement that such contributions organization were not tax deductible? b If Yes; I did the organization on notify the donor of the value of the goods or services provided? c Did the organization of the form 8.222 filed during the year. c Did the organization of the donor of the value of the goods or services provided? p For all contributions of qualified intelligent solutions under			1c	Yes	
Note: If the sum of innex 1e and 2e is greater than 250, you may be required to effect this return. 3a Did the organization have unitated business gross income of \$31,000 or more during the year overed by this return? 4b If Yes, 'has it filed a form 990-t for this year' If 'Mo,' provide an explanation in Schedule 0. 4c 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, NL, QA 5c If Yes,' enter the name of the foreign country, NL, QA 5c Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? 5a Was the organization aparty to a prohibited tax shelter transaction at any time during the tax year? 5b Was the organization aparty to a prohibited tax shelter transaction at any time during the tax year? 5c If Yes,' of Sa or Sh, did the organization that it was or is a party to a prohibited tax shelter transaction? 5c If Yes,' of the transaction? 5c If Yes,' did the organization include with every solicitation an express statement that such contributions or gifts were not tax diductible? 5c Organizations that may receive diductible and the such as a state of the such as a state of the organization include with every solicitation an express statement that such contributions or gifts were not tax diductible? 5c Organization state the number of Forms 2522 filed during the year. 5d If Yes,' did the organization motify the donor of the value of the goods or services provided? 5d If Yes,' did the organization on only the donor of the value of the goods or services provided? 5d If Yes,' did the organization on only the donor of the value of the goods or services provided? 5d If Yes,' did the organization on only the donor of the value of the goods or services provided? 6d If Yes,' of the did the organization on only the donor of the value of the goods or services provided? 6d If Yes,' of the organization on only the donor of the value of the goods or servic	2a	Statements filed for the calendar year ending with or within the year covered by this			
b If "Yes," has it filed a Form 990-T for this yea?" If "Wo," provide an explanation in Schedule O. 4a 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). 5b If "Yes," enter the name of the foreign country MI_QA See the instructions for exceptions and filing requirements for Form TDF 90-22.1, Report of Foreign Bank and Primocial Accounts. 5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? 5a Was the organization aparty to a prohibited tax shelter transaction at any time during the tax year? 5b If "Yes," to 5 a or 5b, did the organization file Form 8886-T, Disclosure by Tax-Exempt Entity Regarding Prohibited Tax Shelter Transaction? 6c If "Yes," to 5 a or 5b, did the organization include with every solicitation an express statement that such contributions or gits were not tax deductible? 6c If Yes," and the organization miculde with every solicitation an express statement that such contributions or gits were not tax deductible? 6c If Yes," did the organization provide goods or services in exchange for any good proquo contribution of \$75 or more? 6c If Yes," did the organization provide goods or services in exchange for any good proquo contribution of \$75 or more? 6c If Yes," did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to his form \$282? 6c If Yes," did the organization of the value of the goods or services provided? 7d If Yes, and the norganization of qualified intellectual property, did the organization file Form \$889 as required? 7d If Yes, and the organization sell, exchange, or otherwise dispose of tangible personal brenefit contract? 7d No. 7e Post and the organization of qualified intellectual property, did the organization file Form \$899 as required? 7e Section \$501(x)(1) and other sponso	b		2b	Yes	
tax A tar y 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). If 'Yes,' a there is the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts. See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts. So Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? 5a No b Did any taxable party notify the organization file Form 8886-T, Disclosure by Tax-Exempt Entity Regarding Prohibited Tax Shelter Transaction? 5b If 'Yes,' to So or Sb, did the organization file Form 8886-T, Disclosure by Tax-Exempt Entity Regarding Prohibited Tax Shelter Transaction? 5c C If 'Yes,' to did the organization include with every solicitation an express statement that such contributions or gits were not tax deductible? 5c C Did the organization solicit any contributions under section 170(c). Did the organization provide goods or services in exchange for any quid pro quo contribution of 575 or more? 5 If 'Yes,' did the organization notify the donor of the value of the goods or services provided? 7c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282 and 1822? 7d If 'Yes,' indicate the number of Forms 8282 filed during the year. 7d If 'Yes,' indicate the number of Forms 8282 filed during the year. 7d If 'Yes,' indicate the number of Forms 8282 filed during the year. 7d If 'Yes,' indicate the number of Forms 8282 filed during the year. 7d If 'Yes,' indicate the number of Forms 8282 filed during the year. 7d If 'Yes,' indicate the number of Forms 8282 filed during the year. 7d If 'Yes,' indicate the number of Forms 8282 filed during the year. 9 Section 501(c)(3) and other sponsoring organiza	3a	Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this	3a	Yes	
b If "Yes," enter the name of the foreign country (such as a bank account, securities account, or other financial account)? b If "Yes," enter the name of the foreign country NI , QA See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts. 5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? c If "Yes," to 5a or 5b, did the organization that it was or is a party to a prohibited tax shelter transaction? c If "Yes," do the organization solicit any contributions that were not tax deductible? 6a Did the organization solicit any contributions that were not tax deductible? 6b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? 7 Organizations that may receive deductible contributions under section 170(c). 8 Did the organization provide goods or services in exchange for any quid pro-quo contribution of \$75 or more? 7 Organizations that may receive deductible contributions under section 170(c). 8 Did the organization on the subject of the qualue of the goods or services provided? 7 Did the organization provide goods or services in exchange for any quid pro-quo contribution of \$75 or more? 8 Organization during the year, pay premiums, directly or indirectly, to pay premiums on a personal benefit contract? 9 For all contributions of qualified intellectual property, did the organization file a Form 1098-C as required? 10 If "Yes," indicate the number of Forms 8282 filed during the year, pay premiums, directly or indirectly, to pay premiums on a personal benefit contract? 7 For Intellectual property, did the organization file a Form 1098-C as required? 9 For all contributions of qualified intellectual property, did the organization file a Form 1098-C as required? 9 For all contributions of qualified intellectual property, did the organization file a Form 1098-C as required? 9 For all contributio	b	If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O	3b	Yes	
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b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? c If "Yes," to 5a or 5b, did the organization file Form 8886-T, Disclosure by Tax-Exempt Entity Regarding Prohibited Tax Shelter Transaction? 5c Did the organization solicit any contributions that were not tax deductible? b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? 7 Organizations that may receive deductible contributions under section 170(c). a Did the organization provide goods or services in exchange for any quid pro quo contribution of \$75 or more? b If "Yes," did the organization notify the donor of the value of the goods or services provided? c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? c Did the organization, during the year, pay premiums, directly or indirectly, to pay premiums on a personal benefit contract? 7 Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? 7 Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? 7 Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? 7 Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? 7 Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? 7 Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? 7 Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? 7 Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? 7 Did the organization during the year, pay premiums, directly or indirectly, on a personal benefit contract?					
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were not tax deductible? 7 Organizations that may receive deductible contributions under section 170(c). 8 Did the organization provide goods or services in exchange for any quid pro quo contribution of \$75 or more? 9 If "Yes," did the organization notify the donor of the value of the goods or services provided? 10 Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form \$2.82? 10 If "Yes," indicate the number of Forms 82.82 filed during the year 11 Put the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? 12 Put the organization, during the year, receive any funds, directly or indirectly, on a personal benefit contract? 13 Put the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? 14 No 15 Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? 16 Did the organization of qualified intellectual property, did the organization file a Form 1098-C as required? 17 Put the organization of qualified intellectual property, did the organization file a Form 1098-C as required? 18 Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organizations maintaining donor advised funds. 19 Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds. 20 Did the organization make any taxable distributions under section 4966? 21 Section 501(c)(7) organizations. Enter 22 Intiliation fees and capital contributions included on Part VIII, line 12 23 Section 501(c)(12) organizations. Enter 24 Gross income from members or shareholders 25 Intilia Section 501(c)(1) non-exempt charitable trusts. Is the organization filing Form 900 in lieu of Form	6a	Did the organization solicit any contributions that were not tax deductible?	6a		No
a Did the organization provide goods or services in exchange for any quid pro quo contribution of \$75 or more? b If "Yes," did the organization notify the donor of the value of the goods or services provided? c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 82.82? d If "Yes," indicate the number of Forms 82.82 filed during the year e Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? f For all contributions of qualified intellectual property, did the organization file Form 88.99 as required? 7 No 8 Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organizations and section 509(a)(3) supporting organizations. Did the supporting organizations are fund maintained by a sponsoring organization, have excess business holdings at any time during the year? 9 Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds. a Did the organization make any taxable distributions under section 4966? 9a No 9b No 10 Section 501(c)(7) organizations. Enter a Initiation fees and capital contributions included on Part VIII, line 12 10a 10b 10c	b	, , , , , , , , , , , , , , , , , , ,	6b		
more?	7	Organizations that may receive deductible contributions under section 170(c).			
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	а		7a	Yes	
file Form 8282? d If "Yes," indicate the number of Forms 8282 filed during the year	b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	Yes	
e Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? f No g For all contributions of qualified intellectual property, did the organization file Form 8899 as required? f For contributions of cars, boats, airplanes, and other vehicles, did the organization file a Form 1098-C as required? f Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a fund maintained by a sponsoring organization, have excess business holdings at any time during the year? Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds. a Did the organization make any taxable distributions under section 4966? 9a No b Did the organization make any taxable distributions under section 4966? 9b No 10 Section 501(c)(7) organizations. Enter a Initiation fees and capital contributions included on Part VIII, line 12 b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities 11 Section 501(c)(12) organizations Enter a Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them) 11a b Gross income from other sources (Do not net amounts due or paid to other sources under them) 12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041? 12a b If "Yes," enter the amount of tax-exempt interest received or accrued during the	С				No
benefit contract?	d	1 1			
pro all contributions of qualified intellectual property, did the organization file Form 8899 as required?	e		7e		Νο
h For contributions of cars, boats, airplanes, and other vehicles, did the organization file a Form 1098-C as required?	f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f		Νο
required?	g	For all contributions of qualified intellectual property, did the organization file Form 8899 as required?	7g		
Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a fund maintained by a sponsoring organization, have excess business holdings at any time during the year?	h				
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Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds. a Did the organization make any taxable distributions under section 4966?	•	supporting organizations. Did the supporting organization, or a fund maintained by a sponsoring organization, have excess business holdings at any time during the	8		Νο
a Did the organization make any taxable distributions under section 4966?	a				
b Did the organization make a distribution to a donor, donor advisor, or related person?			92		Nο
a Initiation fees and capital contributions included on Part VIII, line 12 10a b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities 11 Section 501(c)(12) organizations Enter a Gross income from members or shareholders	_				
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facilities 11 Section 501(c)(12) organizations Enter a Gross income from members or shareholders	а				
a Gross income from members or shareholders	b				
a Gross income from members or shareholders	11	Section 501(c)(12) organizations Enter			
b Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)		Gross income from members or shareholders			
b If "Yes," enter the amount of tax-exempt interest received or accrued during the	b	Gross income from other sources (Do not net amounts due or paid to other sources			
b If "Yes," enter the amount of tax-exempt interest received or accrued during the	12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a		
year I I I I I					

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	d 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 circumstan processes, or changes in Schedule O. See instructions.	ces,						
1a	Enter the number of voting members of the governing body 1a	36						
Ь	Enter the number of voting members that are independent 1b	28						
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with a other officer, director, trustee, or key employee?	ny •	2	Yes				
3	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?							
4	Did the organization make any significant changes to its organizational documents since the prior Form 990 was filed?							
5	Did the organization become aware during the year of a material diversion of the organization's assets?							
6	Does the organization have members or stockholders?							
7a	Does the organization have members, stockholders, or other persons who may elect one or more members of the governing body?							
Ь	Are any decisions of the governing body subject to approval by members, stockholders, or other persons?	[7b		Νo			
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following	е						
а	the governing body?		8a	Yes				
b	each committee with authority to act on behalf of the governing body?	[8b	Yes				
9a	Does the organization have local chapters, branches, or affiliates?	. [9a		Νo			
b	If "Yes," does the organization have written policies and procedures governing the activities of such chapter affiliates, and branches to ensure their operations are consistent with those of the organization?		9b					
10	Was a copy of the Form 990 provided to the organization's governing body before it was filed? All organization must describe in Schedule O the process, if any, the organization uses to review the Form 990		10	Yes				
11	Is there any officer, director or trustee, or key employee listed in Part VII, Section A, who cannot be reached the organization's mailing address? If "Yes," provide the names and addresses in Schedule O		11		Νο			

Section B. Policies

			Yes	No
12a	Does the organization have a written conflict of interest policy? If "No", go to line 13 \cdot .	12a	Yes	
b	Are officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	Yes	
c	Does the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this is done	12c	Yes	
13	Does the organization have a written whistleblower policy?	13	Yes	
14	Does the organization have a written document retention and destruction policy?	14	Yes	
15	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			
а	The organization's CEO, Executive Director, or top management official?	15a	Yes	
b	Other officers or key employees of the organization?	15b	Yes	
	Describe the process in Schedule O			
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a	Yes	
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?	16b		Νo

Section C. Disclosure

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

Karl Turro Controller 619 Clark St Evanston, IL 60208

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

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

- * 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

The check this box in the organization and i		Posit	(C) chec	:k al				(E)	(F)
(A) Name and Title	(B) Average hours per week	Individual Trustee or Chrector	Institutional Trustee	Officei	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W- 2/1099MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	Estimated amount of other compensation from the organization and related organizations
							-			

Part VII Continued

	(B) Average hours per week	(C) Position (check all that apply)							(E)	(F)
(A) Name and Title		Individual Trustea or Director	Institutional Trustee	Отпо	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W- 2/1099MISC)	Reportable compensation from related organizations (W- 2/1099- MISC)	Estimated amount of other compensation from the organization and related organizations
			-	\vdash						
				\vdash			1			
				\vdash						
1b Total				<u></u>			►	9,886,327	7,494,841	1,187,491

Total number of individuals (including those in 1a) who received more than \$100,000 in reportable compensation from the organization ▶1,442

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

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

\$100,000 of compensation from the organization				
(A) Name and business address	(B) Description of services	(C) Compensation		
Huron Consulting Group LLC 550 W Van Buren St Chicago, IL 60607	Business consulting	4,301,502		
Millard Group Inc 94346 Eagle Way Chicago, IL 60678	Custodial services	3,604,933		
Natural Gas Partners 1266 E Main St Stamford, CT 06902	Investment management	2,073,658		
Advanced Resources LLC 1033 Skokie Blvd Northbrook, IL 60062	Temporary staffing	1,618,912		
AMB Janitorial Services Midwest LLC 180 N LaSalle St Chicago, IL 60601	Custodial services	1,585,567		
Total number of independent contractors (including those in 1) who received more than \$100,000 in compensation from the organization				

Page **9**

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
	1a	Federated can	npaigns 1a			Revenue		512, 513, 01 514
禁禁	ь		ues					
흔			1b					
s, g ami	C	Fundraising ev	vents 1c	809,964				
無	d	Related organ	ızatıons					
<u>∞</u> [E	e	Government gran	nts (contributions) 1e					
Contributions, gifts, grants and other similar amounts	f		tions, gifts, grants, and not included above 1f	198,485,846				
	g	Noncash cont	rıbutıons ıncluded ın					
S #	h		16,212,383 es 1a-1f)		199,295,810			
				Business Code				
TI e	2a	Tuition and fees		900,099	690,817,034	690,817,034		
ever	ь	Research activitie	25	900,099	424,774,824	424,774,824		
or GE	c	Educational activ	ities	900,099	110,742,021	110,742,021		
Ş	d	Auxilliary enterpr	ıses	900,099	69,625,166			69,625,166
38	e	Medical departme	ents	900,099	26,634,505	26,634,505		
ran	f	All other prog	ram service revenue		25,238,196	· .		25,238,196
Program Serwce Revenue	g		es 2a-2f		·			
		► \$ 1,347,831						
	3		come (including divi	· · · · · · · · · · · · · · · · · · ·	400.000.000	0 707 55		yes see ec-
		other sımılar a	amounts)		160,220,289	8,787,061		151,433,228
	4	Income from inve	estment of tax-exempt b	ond proceeds				
	5	Rovalties .		- }	87,254,938			87,254,938
			(ı) Real	(II) Personal				
	6a	Gross Rents	5,809,721					
	ь	Less rental expenses	3,094,425					
	c	Rental income	2,715,296					
	d	or (loss) Net rental inc	ome or (loss)		2,715,296			2,715,296
			(ı) Securities	(II) O ther				
	7a	Gross amount from sales of assets other	1,483,955,543	633,091,656				
	ь	than inventory Less cost or other basis and	1,488,868,999	844,163,424				
	c .	sales expenses Gain or (loss)	-4,913,456	-211,071,768	215 005 224	-27,252		215 057 072
	d	Net gain or (lo		. ▶	-215,985,224	-27,232		-215,957,972
Other Revenue	8a b	events (not in \$	76,500 ns reported on line	809,964 143,212				
Ě	с		(loss) from fundrais	· · · · · ·	-66,712	-66,712		
,	9a	Gross income activities See Complete Sche exceeds \$15,00	e part IV , line 19 dule G if total 00	•				
	.		a					
	b c		xpensesb ·(loss) from gaming a					
	10a		f inventory, less	▶				
	ь	returns and al						
			(loss) from sales of					
		Miscellaneou		Business Code				
	11a	A lumnı affınıty	/ card	900,099	428,572			428,572
	ь	A lumnı travel		561,520	154,343		154,343	
	С .	Investment in	partners	523,000	-8,340,178		-8,340,178	
	d	All other reve	nue		59,151		59,151	
	e e	Total. Add line	' <u>-</u>	 \$ -7,698,112				
	12	Total Revenue	. Add lines 1h, 2g, 3		1,573,568,031	1,261,661,481	-8,126,684	120,737,424
		8c,	l1e		·	·	·	·

Part IX Statement of Functional Expenses

A	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).								
Do 1	not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses				
1	Grants and other assistance to governments and organizations in the U.S. See Part IV, line 21	16,943,953	16,943,953						
2	Grants and other assistance to individuals in the U S See Part IV, line 22	197,699,056	197,699,056						
3	Grants and other assistance to governments, organizations and individuals outside the U.S. See Part IV, lines 15 and 16	20,848,266	20,848,266						
4	Benefits paid to or for members								
5	Compensation of current officers, directors, trustees, and key employees	9,109,792	1,475,968	7,202,085	431,739				
6	Compensation not included above, to disqualified persons (as defined under section $4958(f)(1)$) and persons described in section $4958(c)(3)(B)$								
7	Other salaries and wages	635,146,679	580,492,591		15,690,731				
8	Pension plan contributions (include section 401(k) and section 403(b) employer contributions)	47,764,616	43,107,898	3,471,269	1,185,449				
9	Other employee benefits	55,248,376	49,573,002	4,230,609	1,444,765				
10	Payroll taxes	43,994,080	39,773,930	3,145,837	1,074,313				
11	Fees for services (non-employees)								
а	Management								
b	Legal	3,471,407		3,471,407					
c	Accounting	911,183		911,183					
d	Lobbying	569,420		569,420					
е	Professional fundraising See Part IV, line 17	253,403			253,403				
f	Investment management fees	92,442,068		92,442,068					
g	Other	204,827,258	184,228,612	18,602,317	1,996,329				
12	Advertising and promotion	14,622,841	11,190,346	605,304	2,827,191				
13	Office expenses	116,497,998	91,090,481	24,053,617	1,353,900				
14	Information technology	21,651,116	21,651,116						
15	Royalties	34,725,000	34,725,000	 					
16	Occupancy	152,669,762	151,257,028	1,096,986	315,748				
17	Travel	45,016,577	37,927,180	6,498,478	590,919				
18	Payments of travel or entertainment expenses for any Federal, state or local public officials								
19	Conferences, conventions and meetings	30,262,133	29,715,301	200,957	345,875				
20	Interest	28,244,074		28,244,074					
21	Payments to affiliates								
22	Depreciation, depletion, and amortization	96,541,721	92,956,932	2,616,505	968,284				
23 24	Insurance								
а	Sundry payments	36,087,286	32,173,893	3,777,977	135,416				
b		, , ==	, ,						
c									
d									
e									
f	All other expenses								
25	Total functional expenses. Add lines 1 through 24f	1,905,548,065	1,636,830,553	240,103,450	28,614,062				
26	Joint Costs. Check ☐ 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				1	
	2	Savings and temporary cash investments			164,524,949	2	161,110,520
	3	Pledges and grants receivable, net			116,698,000	3	153,886,000
	4	Accounts receivable, net			266,110,142	4	284,670,741
	5	Receivables from current and former officers, directors, truste other related parties <i>Complete Part II of Schedule L</i>		nployees or		5	
	6	Receivables from other disqualified persons (as defined under persons described in section 4958(c)(3)(B) Complete Part II of the complete Part II of t				6	
	7	Notes and loans receivable, net			87,487,577	7	52,717,905
	8	Inventories for sale or use			2,977,960	8	3,597,191
20	9	Prepaid expenses and deferred charges			58,309,336	9	58,356,139
Assets	10a	Land, buildings, and equipment cost basis	10a	2,323,039,706			
4	b	Less accumulated depreciation Complete Part VI of		<u> </u>			
		Schedule D	10b	886,812,267	1,349,547,840		1,436,227,439
	11	Investments—publicly traded securities			4,251,775,316		521,807,695
	12	Investments—other securities See Part IV, line 11 $\it Complete Schedule D$	e Part VII o	f	2,679,194,791	12	5,176,284,925
	13	Investments—program-related See Part IV, line 11 $\it Complete of Schedule D$.		28,837,716	13	13,081,496	
	14	Intangible assets				14	
	15	Other assets See Part IV, line 11 Complete Part IX of Schedul	118,537,487	15	58,505,834		
	16	Total assets. Add lines 1 through 15 (must equal line 34)			9,124,001,114	16	7,920,245,885
	17	Accounts payable and accrued expenses .			65,538,558	17	210,922,360
	18	Grants payable				18	
	19	Deferred revenue			261,383,945	19	303,351,876
	20	Tax-exempt bond liabilities			613,824,266	20	611,165,655
<u>, o</u>	21	Escrow account liability $\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \$				21	
Liabilities	22	Payable to current and former officers, directors, trustees, kee employees, highest compensated employees, and disqualified	•				
ï		persons Complete Part II of Schedule L		22			
	23	Secured mortgages and notes payable to unrelated third parti	200,000,000	23	215,000,000		
	24	Unsecured notes and loans payable			24		
	25	Other liabilities Complete Part X of Schedule D		257,011,929	25	250,322,612	
	26	Total liabilities. Add lines 17 through 25			1,397,758,698	26	1,590,762,503
S D O		Organizations that follow SFAS 117, check here ► ✓ and corthrough 29, and lines 33 and 34.	mplete line	es 27			
ani	27	Unrestricted net assets			6,661,072,416	27	3,699,050,382
Balance	28	Temporarily restricted net assets			130,814,000	28	1,621,873,000
Ā	29	Permanently restricted net assets		934,356,000	29	1,008,560,000	
r Fund		Organizations that do not follow SFAS 117, check here ► ☐ lines 30 through 34.					
s or	30	Capital stock or trust principal, or current funds				30	
Assets	31	Paid-in or capital surplus, or land, building or equipment fund		31			
AS	32	Retained earnings, endowment, accumulated income, or other		32			
Net	33	Total net assets or fund balances			7,726,242,416	33	6,329,483,382
Z	34	Total liabilities and net assets/fund balances			9,124,001,114	34	7,920,245,885
Pa	rt XI	Financial Statements and Reporting					

Dowl VI	Financial	Ctatamanta	and Reporting
7.11.5	l Financiai	Statements	and Reporting

			Yes	No
1	Accounting method used to prepare the Form 990			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a		Νo
b	Were the organization's financial statements audited by an independent accountant?			
С	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?	2c		
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?	3a	Yes	
b	If "Yes," did the organization undergo the required audit or audits?	3b	Yes	

DLN: 93493195006010

SCHEDULE A

(Form 990 or 990EZ)

Department of the Treasury Internal Revenue Service

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.

OMB No 1545-0047

Open to Public Inspection

		ne organizat i University	on					Em	ployer ide	nt if icat io	n number
NOILII	36-2167817						7				
Pa	rt I	Reason	for Public C	harity Status (to be co	mpleted	by all or	ganizatio				
				ation because it is (Please						,	
1	Γ		h, convention of churches, or association of churches described in Section 170(b)(1)(A)(i).								
2	<u> </u>			tion 170(b)(1)(A)(ii). (Attac							
3	\sqcap			a cooperative hospital service organization described in Section 170(b)(1)(A)(iii). (Attach Schedule H)							
4	Γ		-	zation operated in conjuncti	on with a l	nospital d	escribed ii	n Section	170(b)(1)	(A)(iii). E	nter the
_	_	hospital's name, city, and state									
5	1	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	Г			overnment or governmental	unit descr	ibed in Se	ction 170	(b)(1)(A)	(v).		
7	<u></u>	•	-	ally receives a substantial p						n the gene	eral public
•	'			o)(1)(A)(vi) (Complete Par		, арроте по	in a gove	· · · · · · · · · · · · · · · · · · ·		Tine gene	.rar pabric
8	\vdash		-	ped in Section 170(b)(1)(A)	•	nlete Pari	+				
9	<u>'</u>		-	ally receives (1) more than		-	-	ontribution	is membe	rshin fees	and aross
-	'	•		lated to its exempt functions		• • •			•	•	
		•		estment income and unrelate	-		•		•		
			-	on after June 30, 1975 See			,			() Hom bu	311103303
10	г		-	and operated exclusively to			•		•	e instruc	tions)
11	<u>'</u>			and operated exclusively fo							
	,	-	-	orted organizations describe		, ,			,	•	
				type of supporting organiza	tion and c	omplete li	nes 11e t	hrough 11			. , . ,
		аГ⊺	ype I b	Type II c	Type III	- Function	nally Integ	grated	d	Гтуре	III - Other
e	Г	•	- '	rtify that the organization is							•
				agers and other than one or	more publ	icly suppo	orted orga	nizations	described	ın sectior	1 509(a)(1) or
f		section 50		d a written determination fro	m the IRS	that it is	a Type I	Type II o	r Type III	supportir	na organization
		check this				· tilat it is	а , , ро 1,	.,,,,,,,,,	, po	очрони	
g		Since Augu	ıst 17, 2006, h	as the organization accepte	d any gift	or contrib	utıon from	any of the	!		
		following pe			-1				J ()		[]
			·-	r indirectly controls, either a		_	in persons	aescribe	a in (ii)		Yes No
			· -	ng body of the the supported	_	tion				11g	
			•	erson described in (i) above		_				11g(
				ty of a person described in (11g(···)
h		Provide the	tollowing infor	mation about the organizatio	ns the org	anization	supports				
	(:) NI		(::) FIN	(iii) Type of organization	/: \ T	- +1	(1) D.d.		/:\ T		(==> A
	(i) Name of Supported Organization		(ii) EIN	(described on lines 1-9	(iv) I	ation in		ou notify inization	1	s the ation in	(vii) A mount of support?
				above or IRC section	col (i)			i) of your	_	rganized	
J				(See Instructions))	yourgo		supp	ort?	ın the	US?	
					docur					ı	_
					Yes	No	Yes	No	Yes	No	
					1	1	1	I	1	I	1

Total

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.)

Pι	ıblic Support		, ,	,				
Cale	endar 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 The value of services or facilities					 		
3	furnished by a governmental unit to the							
	organization without charge							
4	Total. Add line 1-3					1		
5	The portion of total contribution by each							
5	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)							
6	Public Support subtract line 5 from line							
	4							
	otal Support		1		T			
	endar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) :	2008	(f) Total
7	A mounts 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							
10	from the sale of capital assets (Explain in							
	Part IV)							
11	Total Support (Add lines 7 through 10)							
12	Gross receipts from related activities, etc	(See instructio	ns)		•	12		
13	First Five Years. If the Form 990 is for the	organization's f	irst second thu	d fourth or fifth	ntay vearas a F		3)	
	organization, check this box and stop here		mat, second, tim	u, rouren, or mer	rtax year as a s	/O1(C)(C	• •	▶ □
								•
Co	omputation of Public Support Perc	entage						
14	Public Support Percentage for 2008 (line 6	5 column (f) dıvı	ded by line 11 c	olumn (f))		14		
15	Public Support Percentage for 2007 School	dule A , Part IV -	A, line 26f			15		
16a	33 1/3% Test - 2008. If the organization di	d not check the	box on line 13.	and line 14 is 3	3 1/3% or more.		this box	
	and stop here. The organization qualifies a				,			▶ □
b	33 1/3% Test - 2007. If the organization d				15 is 33 1/3% d	r more,	check th	
	box and stop here. The organization qualifi	es as a publicly	supported orga	nızatıon				▶ □
17a	10% Facts and Circumstances Test - 2008.							
	more, and if the organization meets the "fa		•					· —
	organization meets the "facts and circums							► □
Ь	10% Facts and Circumstances Test - 2007.							
	more, and if the organization meets the "fa		•					_
4.0	the organization meets the "facts and circu							n ▶
18	Private Foundation. If the organization did	not check the b	oux on line 13, 1	oa, 160, 1/a or	1/D, check this	oox an	u see	▶ □
	ınstructions							F-1

Pa	Support Schedule for On (Complete only if you ched				(2)		
	ction A. Public Support		_	,			
Cale	ndar 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						
2	include any "unusual grants ") Gross receipts from admissions,						
2	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						
6	Total Add lines 1-5						
7a	A mounts included on lines 1, 2, and 3						
	received from disqualified persons Amounts included on lines 2 and 3						
D	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						
С	Total of lines 7a and 7b						
8	Public Support (Substract line 7c from						
_	line 6)						
То	tal Support						
Cale	ndar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
9	A mounts from line 6						
10a	Gross income from interest, dividends,						
	payments received on securities loans,						
	rents, royalties and income from similar						
	sources						
b	Unrelated business taxable income (less						
	section 511 taxes) from businesses						
	acquired after 30 June, 1975		+				
С	Add lines 10a and 10b						
11	Net income from unrelated business						
	activities not included in line 10b, whether or not the business is regularly						
	carried on						
12	Other income Do not include gain or loss						
	from the sale of capital assets						
	(Explain in Part IV)						
13	Total Support (Add lines 9, 10c, 11 and						
	12)						
14	First Five Years If the Form 990 is for the	organızatıon's fı	rst, second, thir	d, fourth, or fifth	ntax year as a 5	01(c)(3) organı	zation,
	check this box and stop here						▶ □
	monutation of Dublic Compant Days						
15	mputation of Public Support Perc Public Support Percentage for 2008 (line		dod by line 12 o	olumn (fl)		T 4= T	
			•	.orumin (1))		15	
16	Public Support Percentage for 2007 Sche	dule A , Part IV -	A, line 27g			16	
		D					
Co	mputation of Investment Income Investment Income Percentage for 2008 (ne 13 column /f	<u> </u>	17	
				-	"	17	
ΤQ	Investment Income Percentage from 2007	ocnequie A , Pa	TLIV-A, IINE 2/	H		18	

19a 33 1/3% Tests - 2008. 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 **stop here.** The organization qualifies as a publicly supported organization **33 1/3% Tests - 2007.** 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 **stop here.** The organization qualifies as a publicly supported organization

Private Foundation If the organization did not check a box on line 14, 19a or 19b, check this box and see instructions

Schedule A (Form 990 or 990-EZ) 2008

▶□

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 and any other additional information. (see instructions)						
	Facts and Circumstances Test						

Schedule A (Form 990 or 990-EZ) 2008

SCHEDULE C

(Form 990 or 990-EZ)

Department of the Treasury Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527

OMB No 1545-0047

Open to Public Inspection

To be completed by organizations described below. Attach to Form 990 or Form 990-EZ

If the organization answered "Yes," to Form 990, Part IV, Line 3, or Form 990-EZ, Part VI, line 46 (Political Campaign Activities)

- ◆ Section 501(c)(3) organizations complete Parts I-A and B Do not complete Part I-C
- ◆ Section 501(c) (other than section 501(c)(3)) organizations complete Parts I-A and C below Do not complete Part I-B
- ◆ Section 527 organizations complete Part I-A only

If the organization answered "Yes," to Form 990, Part IV, Line 4, or Form 990EZ, Part VI, line 47 (Lobbying Activities)

◆ Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)) complete Part II-A Do not complete Part II-B

If th		t have NOT filed Form 5768 (electior s," to Form 990, Part IV, Line 5 (zations complete Part III		(h)) Complete Part II-B Do n	ot complete Part II-A
Na	rme of the organization	·		Employer iden	tification number
NO	ranwestern onliversity			36-2167817	
Par		by all organizations exempe the instructions for Schedule		1 501(c) and section	527
1	Provide a description of the or	ganızatıon's dırect and ındırect pol	ıtıcal campaıgn act	ivities in Part IV	
2	Political expenditures				\$
3	V olunteer hours				
Par	To be completed b for Schedule C for d	oy all organizations exempetails.)	t under section	1 501(c)(3). (See the	instructions
1	Enter the amount of any excise	e tax incurred by the organization (under section 4955		\$
2	Enter the amount of any excise	e tax incurred by organization man	agers under section	n 4955	\$
3	If the organization incurred in	a section 4955 tax, did it file Form	4720 for this year	?	┌ Yes ┌ No
4a	Was a correction made?				┌ Yes ┌ No
ь	If "Yes," describe in Part IV				
Par		by all organizations exemp for Schedule C for details.)	t under section	1 501(c), except sect	ion 501(c)(3).
1	Enter the amount directly expe	ended by the filing organization for	section 527 exemp	ot function activities	\$
2	Enter the amount of the filing of 527 exempt funtion activities	organization's internal funds contril	buted to other orga	nizations for section	\$
3	Total of direct and indirect exe 1120-POL, line 17b	empt function expenditures Add lir	nes 1 and 2 and ent	er here and on Form	\$
4	Did the filing organization file $oldsymbol{I}$	Form 1120-POL for this year?			┌ Yes ┌ No
5	were made Enter the amount p political contributions received	nd Employer Identification Number paid and indicate if the amount was d and promptly and directly deliver action committee (PAC) If addition	paid from the filing ed to a separate po	i organization's own interna ditical organization, such a	l funds or were s a separate
	(a) Name	(b) Address	(c) EIN	(d) A mount paid from filing organization's internal funds If none, enter - 0-	(e) A mount of political contributions received and promptly and directly delivered to a separate political organization If none, enter - 0 -

For Paperwork Reduction Act Notice, see the instructions for Form 990.

Cat No 50084S

Schedule C (Form 990 or 990-EZ) 2008

section 4911 tax for this year?

┌ Yes ┌ No

P		organizations exempt under section 501(c) tion 501(h)). (See the instructions for Schedule		68
	Check _ if the filing organization	belongs to an affiliated group checked box A and "limited control" provisions apply	•	
	Limits on Lo	bbying Expenditures— s" means amounts paid or incurred.)	(a) Filing Organization's Totals	(b) Affiliated Group Totals
1a	Total lobbying expenditures to influe	nce public opinion (grass roots lobbying)		
b	Total lobbying expenditures to influe	nce a legislative body (direct lobbying)	745,207	
c	: Total lobbying expenditures (add line	es 1a and 1b)	745,207	
d	Other exempt purpose expenditures		1,907,763,544	
е	Total exempt purpose expenditures	1,908,508,751		
f	columns —	he amount from the following table in both	1,000,000	
	If the amount on line 1e, column (a) or (b) is: Not over \$500,000	The lobbying nontaxable amount is: 20% of the amount on line 1e		
	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000		
	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000		
	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000		
	Over \$17,000,000	\$1,000,000		
g	Grassroots nontaxable amount (ente	r 25% of line 1f)	250,000	
h	Subtract line 1g from line 1a Enter -	O- ıf lıne g ıs more than lıne a	0	
i	i Subtract line 1f from line 1c Enter - (O- if line f is more than line c	0	_
j	If there is an amount other than zero	on either line 1h or line 1i, did the organization file Form	4720 reporting	

4-Year Averaging Period Under Section 501(h) (Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the instructions for lines 1a through 1f of the instructions.)

	Lobbying Expenditures During 4-Year Averaging Period									
	Calendar year (or fiscal year beginning in)	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) Total				
2a	Lobbying non-taxable amount	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000				
b 	Lobbying ceiling amount (150% of line 2a, column(e))					6,000,000				
_c	Total lobbying expenditures	720,456	644,715	732,476	745,207	2,842,854				
_d	Grassroots non-taxable amount	250,000	250,000	250,000	250,000	1,000,000				
е —	Grassroots ceiling amount (150% of line d, column (e))					1,500,000				
f	Grassroots lobbying expenditures									

	5768 (election under section 501(h)). (See the instructions for Schedule C for d					
		(a	1)		(b)	
	·	Yes	No	A	moun	nt
1	During the year, did the filing organization attempt to influence foreign, national, state or local					
	legislation, including any attempt to influence public opinion on a legislative matter or					
а	referendum, through the use of Volunteers?					
ь				1		
c	Media advertisements?					
d	Mailings to members, legislators, or the public?					
e	Publications, or published or broadcast statements?					
f						
g	Direct contact with legislators, their staffs, government officials, or a legislative body?					
h	Rallies, demonstrations, seminars, conventions, speeches, lectures, or any other means?					
i	Other activities If "Yes," describe in Part IV					
j	Total lines 1c through					
-	1) Did the patientias in line 1 agree the arrangements in the net decombed in section FO1/a)/2)2		Ī	1		
	Did the activities in line 1 cause the organization to be not described in section 501(c)(3)? If "Yes" enter the amount of any tax incurred under section 4912			+		
	If "Yes" enter the amount of any tax incurred by organization managers under section 4912					
	If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?					
	t III-A To be completed by all organizations exempt under section 501(c)(4), sec	tion	5016) or	
G.	section 501(c)(6). (See the instructions for Schedule C for details.)		301(,, 0.	
			_		Yes	No
1	Were substantially all (90% or more) dues received nondeductible by members?		L	1		
2	Did the organization make only in-house lobbying expenditures of \$2,000 or less?		L	2		<u> </u>
3	Did the organization agree to carryover lobbying and political expenditures from the prior year?			3		
Par	t III-B To be completed by all organizations exempt under section 501(c)(4), sec					
	section 501(c)(6) if BOTH Part III-A, questions 1 and 2 are answered "No" (question 3 is answered "Yes." (See the instructions for Schedule C for details.)	OK II	Part	III-A	٠,	
1	Dues, assessments and similar amounts from members	T	1 \$			
2	Section 162(e) non-deductible lobbying and political expenditures (do not include amounts of political	F	'			
	expenses for which the section 527(f) tax was paid).					
	Current Year		2a \$			
b	Carryover from last year		2b\$			
c	Total	<u> </u>	2c \$			
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	-	3 \$			
4	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political					
	expenditure next year?		4 \$			
5	Taxable amount of lobbying and political expenditures (line 2c total minus 3 and 4)		5 \$			
Pā	Supplemental Information	•				
	mplete this part to provide the descriptions required for Part I-A, line 1, Part I-B, line 4, Part I-C, line 5, and F so, complete this part for any additional information	Part II	l-B, line	e 1ı		
	Identifier Return Reference Explanation	on				

Part IV Supplemental I	nformation	
Ident if ier	Return Reference	Explanation

Schedule C (Form 990 or 990EZ) 2008

OMB No 1545-0047

2008

Open to Public

SCHEDULE D

(Form 990)

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.

Supplemental Financial Statements

Inspection

	me of the organization hwestern University		Employer identif	ication numbe	er er
NOIT	investeri onversity		36-2167817		
Pa	rt I Organizations Maintaining Donor A organization answered "Yes" to Form 9		nds or Accoun	ts. Comple	te if the
		(a) Donor advised funds	(b) Funds an	ıd other accoı	unts
1	Total number at end of year	1			
2	Aggregate Contributions to (during year)	80,783			
3	Aggregate Grants from (during year)	824,500			
4	Aggregate value at end of year	12,114,692			
5	Did the organization inform all donors and donor adv funds are the organization's property, subject to the	_	radvised	√ Yes	☐ No
6	Did the organization inform all grantees, donors, and used only for charitable purposes and not for the believe to the property of the propert		may be	√ Yes	□ No
Dai	impermissible private benefit? t III Conservation Easements. Complete	if the organization answered "Ves" to	Form 990 Part		
1	<u> </u>		TOTHI 990, Part	IV, IIIIE 7.	
1	Purpose(s) of conservation easements held by the conservation of land for public use (e.g., recreat	<u> </u>	historically importa	antly land are	а
	Protection of natural habitat	Preservation of cert		•	u
	Preservation of open space	·			
2	Complete lines 2a-2d if the organization held a qua on the last day of the tax year	lified conservation contribution in the form o	of a conservation e	easement	
			Held	at the End of	the Year
а	Total number of conservation easements		2a		0
b	Total acreage restricted by conservation easemen	ts	2b		
c	Number of conservation easements on a certified h	ustoric structure included in (a)	2c		
d	Number of conservation easements included in (c)	• •	2d		
3	Number of conservation easements modified, transf	•	L by the organization	on durina	
	the taxable year 🕨	errea, rereasea, extingarsmea, or terminatea	i by the organization	on during	
4	Number of states where property subject to conserv	ation easement is located ►			
5	Does the organization have a written policy regarding enforcement of the conservation easements it holds		tions, and	☐ Yes	┌ No
6	Staff or volunteer hours devoted to monitoring, inspe	ecting and enforcing easements during the y	year ►		
7	A mount of expenses incurred in monitoring, inspect	ing, and enforcing easements during the yea	ar ► \$		
8	Does each conservation easement reported on line $170(h)(4)(B)(I)$ and $170(h)(4)(B)(II)$?	2(d) above satisfy the requirements of sect	ion	☐ Yes	┌ No
9	In Part XIV, describe how the organization reports of balance sheet, and include, if applicable, the text of the organization's accounting for conservation ease	the footnote to the organization's financial s			
Par	Complete if the organization answered		r Other Simila	r Assets.	
1a	If the organization elected, as permitted under SFAS art, historical treasures, or other similar assets held provide, in Part XIV, the text of the footnote to its fi	for public exhibition, education or research	n in furtherance of		е,
ь	If the organization elected, as permitted under SFAS historical treasures, or other similar assets held for provide the following amounts relating to these item	public exhibition, education, or research in		•	
	(i) Revenues included in Form 990, Part VIII, line :	L	► \$		
	(ii) Assets included in Form 990, Part X		► \$		
2	If the organization received or held works of art, his following amounts required to be reported under SFA	· · · · · · · · · · · · · · · · · · ·	financial gain, pro	vide the	
а	Revenues included in Form 990, Part VIII, line 1		- \$		
b	Assets included in Form 990, Part X		- \$		

Part	•••• Organizations Maintaining Co	llections of Art,	His	tori	<u>cal Tre</u>	asures, or O	the	<u>er Simila</u>	r Asse	ets (co	ontinued)
3	Using the organization's accession and othe items (check all that apply)	r records, check any	of th	ne foll	lowing th	at are a sıgnıfıca	nt u	use of its co	ollectio	n	
а	Public exhibition		d	Γ	Loan or	exchange progra	ams	3			
ь	Scholarly research		e	Γ	Other						
С	Preservation for future generations										
4	Provide a description of the organization's co	ollections and explai	n hov	w the	y further	the organization'	s e	xempt purp	ose in		
5	During the year, did the organization solicit of assets to be sold to raise funds rather than t							nılar	Г	Yes	┌ No
Par	Trust, Escrow and Custodial A Part IV, line 9, or reported an an						ารพ	vered "Yes	s" to F	orm 9	90,
1a	Is the organization an agent, trustee, custod included on Form 990, Part X?	ıan or other ınterme	diary	for c	ontributi	ons or other asse	ets	not	Г	Yes	┌ No
b	If "Yes," explain why in Part XIV and comple	te the following table	е			_		T			
						_			A mo	unt	
C	Beginning balance					—	1c				
d	Additions during the year						1d				
e	Distributions during the year					-	1e				
f	Ending balance						1f				
2a	Did the organization include an amount on Fo	orm 990, Part X, line	21?						Γ	Yes	∏ No
	If "Yes," explain the arrangement in Part XIV										
Pa	rt V Endowment Funds. Complete									-) Faur V	'aara Daak
1-	Reginning of year balance	(a)Current Year 5,378,142,000	(1	b) Prioi	r Year	(c)Two Years Back] (a) inree Years	васк (е	e)Four Y	ears Back
1a	Beginning of year balance	49,755,000									
b	Investment earnings or losses	-902,883,000									
c d	Grants or scholarships	15,536,000									
e	Other expenditures for facilities	110,979,000									
	and programs										
f	Administrative expenses	299,000									
g	End of year balance	4,398,200,000									
2	Provide the estimated percentage of the yea	r end balance held a	S								
а	Board designated or quasi-endowment 🕨	47 000 %									
ь	Permanent endowment - 20 000 %										
c	Term endowment ► 33 000 %										
3a	Are there endowment funds not in the posse:	ssion of the organiza	tion	thata	are held a	and administered	for	the			
	organization by									Yes	No
	(i) unrelated organizations			•			٠		3a(i)	<u> </u>	No
	(ii) related organizations						•		3a(ii)	<u> </u>	l No
ь 4	If "Yes" to 3a(II), are the related organizatio Describe in Part XIV the intended uses of th	•					•		3b		<u> </u>
	t VI Investments—Land, Buildings					n Dart V Jung :	10				
Fal	TVI Investments—Land, Buildings	s, and Equipmen	IL. 3			<u> </u>					
	Description of investment				Cost or oth (investmei			(c) Deprecia	ation	(d) Boo	ok value
1a l	and					27,354,9	907			2	7,354,907
b E	Buildings					1,902,208,3	306	658,43	3,072	1,24	3,775,234
c l	easehold improvements					4,743,3	374	1,79	3,184		2,950,190
d i	Equipment					388,733,	119	226,58	6,011	16	2,147,108
_e (Other	<u> </u>									
	I. Add lines 1a-1e <i>(Column (d) should equal Fo</i>	orm 990, Part X, colum	n (B)), line	10(c).)		_			1,43	6,227,439
								Sched	ule D (Form 9	90) 200

Part VII Investments—Other Securities. See	Form 990, Part X, line 12.	
(a) Description of security or cateory (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
Financial derivatives and other financial products	1,184,123,606	F
Closely-held equity interests		
Other Equity, fixed income, real assets,etc	3,992,161,319	F
Total. (Column (b) should equal Form 990, Part X, col (B) line 12) 🕨	5,176,284,925	
Part VIII Investments—Program Related. Se	e 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
Total. (Column (b) should equal Form 990, Part X, col (B) line 13)		
Part IX Other Assets. See Form 990, Part X, III (a) Descrip		(b) Book value
(a) Descrip	7.1011	(b) Book value
Total. (Column (b) should equal Form 990, Part X, col.(B) line 1	(5.)	
Part X Other Liabilities. See Form 990, Part X		
(a) Description of Liability	(b) A mount	
Federal Income Taxes		
Deposits payable, actuarial liability of annuities payable	75,484,134	
Reserves for self-insurance	26,207,000	
Government advances for student loans	38,821,000	
Asset retirement obligations	109,810,478	
Total. (Column (b) should equal Form 990, Part X, col (B) line 25) ▶	250,322,612	

Par	TXI Reconciliation of Change in Net Assets from Form 990 to Financial Statemen	nts	
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	
Par	TXIII Reconciliation of Revenue per Audited Financial Statements With Revenue p	er Re	turn
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		
а	Net unrealized gains on investments		
ь	Donated services and use of facilities		
c	Recoveries of prior year grants		
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		
а	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	Reconciliation of Expenses per Audited Financial Statements With Expenses	per l	Return
1	Total expenses and losses per audited financial statements	1	
2	A mounts included on line 1 but not on Form 990, Part IX, line 25		
а	Donated services and use of facilities	1	
b	Prior year adjustments	1	
c	Losses reported on Form 990, Part IX, line 25	1	
d	Other (Describe in Part XIV)	1	
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:		
а	Investment expenses not included on Form 990, Part VIII, line 7b 4a]	
b	Other (Describe in Part XIV)]	
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	
Par	t XIV Supplemental Information		
C	oplete this part to provide the descriptions required for Part II. June 2. E. and O. Part III. June 1.a.and 4. Pr	ort VIV	lines 1 h and 2 h

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

Ident if ier	Return Reference	Explanation
Part III, Line 1a		The University does not capitalize collections. As stated in the University notes to the financial statements, the accounting policy for library collections is to expense all purchases. Museum purchases are accounted for similarly. Gifts of art and similar tangible personal property are accounted for as gifts-in-kind.
Part X	Description of Uncertain Tax Positions Under FIN 48	In fiscal year 2008, the University adopted FIN No 48, "Accounting for Uncertainty in Income Taxes," an interpretation of FASB Statement No 109, "Accounting for Income Taxes," that clarifies accounting for uncertainty in income taxes reported in the financial statements. The interpretation provides criteria for assessment of individual tax positions and a process for recognition and measurement of uncertain tax positions. Tax positions are evaluated on whether they meet the "more likely than not" standard for sustainability on examination by tax authorities. There was no material impact on the University's consolidated financial statements for fiscal years 2009 and 2008 as a result of the adoption. Part X, line 25, Asset Retirement O bligations. The University follows the FASB Interpretation No 47, "Accounting for Conditional Asset Retirement O bligations-An Interpretation of FASB Statement No 143" (FIN 47). FIN 47 clarifies the term conditional asset retirement obligation as it is used in SFAS No 143, "Accounting for Asset Retirement O bligations," and requires a liability to be recorded if the fair value of the obligation to retire an asset can be reasonably estimated. Asset retirement obligations covered by FIN 47 include those for which an entity has a legal obligation to perform an asset retirement activity, however, the timing and/or method of settling the obligation are conditional on a future event that may or may not be within the control of the entity. In accordance with
		FIN 47, the University records all known asset retirement obligations for which the fair value of the liability can be reasonably estimated, including certain obligations relating to regulatory remediation

SCHEDULE E

(Form 990 or 990-EZ)

Department of the Treasury

Name of the organization

Internal Revenue Service

Employer identification number

- -

Schools

Attach to Form 990 or Form 990-EZ. To be completed by organizations that answer "Yes" to Form 990, Part IV, line 13, or Form 990-EZ, Part VI, line 48.

OMB No 1545-0047

2008

Open to Public

orth	western University 36-21678	1 7		
		17	YES	NO
1	Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, other governing instrument, or in a resolution of its governing body?	bylaws,	Yes	
2	Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?	2	Yes	
3	Has the organization publicized its racially nondiscriminatory policy through newspaper or broadcast media the period of solicitation for students, or during the registration period if it has no solicitation program, in a vithat makes the policy known to all parts of the general community it serves? If "Yes," please describe If "No please explain	way	Yes	
	Policies are included in student, faculty, and staff handbooks Policies are also periodically reprinted in schonewspapers	ol		
4	Does the organization maintain the following?			
ā	Records indicating the racial composition of the student body, faculty, and administrative staff?	4a	Yes	
Ł	Records documenting that scholarships and other financial assistance are awarded on a racially nondiscrim basis?	inatory 4b	Yes	
c	Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?	g 4c	Yes	
c	Copies of all material used by the organization or on its behalf to solicit contributions?	4d	Yes	
	If you answered "No" to any of the above, please explain (If you need more space, attach a separate stater	nent)		
5 a	Does the organization discriminate by race in any way with respect to Students' rights or privileges?			No
ŧ	Admissions policies?	5b		No
c	: Employment of faculty or administrative staff?	5c		No
c	Scholarships or other financial assistance?	5d		No
•	Educational policies?	5e		No
f	Use of facilities?	5f		No
g	g Athletic programs?	<u>5g</u>		No
ŀ	Other extracurricular activities? If you answered "Yes" to any of the above, please explain (If you need more space, attach a separate state	ement)		No
	Does the organization receive any financial aid or assistance from a governmental agency? Has the organization's right to such aid ever been revoked or suspended?	6a	Yes	N.
t	If you answered "Yes" to either 6a or b, please explain using an attached statement	6b	+	No
7	Does the organization certify that it has complied with the applicable requirements of sections 4 01 through of Rev Proc 75-50, 1975-2 C B 587, covering racial nondiscrimination? If "No," attach an explanation	1 4 05 7	Yes	

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As Filed Data -

DLN: 93493195006010

OMB No 1545-0047

2008

Department of the Treasury Internal Revenue Service

SCHEDULE F

(Form 990)

▶ Attach to Form 990. Complete if the organization answered "Yes" to Form 990, Part IV, line 14b.

Statement of Activities Outside the United States

Open to Public **Inspection**

	ne of the organization					Employer ide	ntification numb	per		
Nor	thwestern University					36-216781	7			
Pā				de the United States	. Complete	e if the organ	nization answe	red		
1	assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award									
	the grants or assistar	ice					✓ Yes	┌ No		
2	For grant makers. Descr United States	ibe in Part IV the	organization's pr	ocedures for monitoring th	ne use of grai	nt funds outsid	e the			
3	Activites per Region (U	se Schedule F-1	(Form 990) ıf add	ditional space is needed)						
	(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	ıs a progr describe sı	ty listed in (d) am service, pecific type of s) in region	(f) Total expend region	ditures ir		
Se	e Add'l Data			and region,	,					

1,063

Totals .

29,181,285

(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) A mount of cash grant	(f) Manner of cash disbursement	(g) A mount of of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
·		East Asia and the Pacific	Grant subaward from sponsored research funds	85,884	ACH direct deposit or Check			
		East Asia and the Pacific	Grant subaward from sponsored research funds		ACH direct deposit or Check			
		Europe	Grant subaward from sponsored research funds		ACH direct deposit or Check			
		Europe	Grant subaward from sponsored research funds		ACH direct deposit or Check			

Part III Grants and Other Assistance to Individuals Outside the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 16.

Use Schedule F-1 (Form 990) if additional space is needed.

Use Scriedule i	r-1 (FOITH 990) II au	ultional space	is needed.				
(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) A mount of cash grant	(e) Manner of cash disbursement	(f) A mount of non- cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)
Grants, stipends and awards to non-resident alien students		14	203,704	ACH direct deposit or Check			
Grants, stipends and awards to non-resident alien students		722	7,157,115	ACH direct deposit or Check			
Grants, stipends and awards to non-resident alien students	Europe	309	3,432,126	ACH direct deposit or Check			
Grants, stipends and awards to non-resident alien students	Mıddle East and North Afrıca	81	1,016,099	ACH direct deposit or Check			
Grants, stipends and awards to non-resident alien students	North America	113	1,047,916	ACH direct deposit or Check			
Grants, stipends and awards to non-resident alien students	Russia and the Newly Independent States	30	309,449	ACH direct deposit or Check			
Grants, stipends and awards to non-resident alien students	South America	97	902,325	ACH direct deposit or Check			
Grants, stipends and awards to non-resident alien students	South Asıa	181	1,702,322	ACH direct deposit or Check			
Grants, stipends and awards to non-resident alien students	Sub-Saharan Africa	38	674,113	ACH direct deposit or Check			
- · · · · · · · · · · · · · · · · · · ·	Central America and the Caribbean	3	23,397	Applied to student account, credits are refunded by check			
Grants disbursed during	East Asia and the Pacific	38	391,700	Applied to student account, credits are			
ınternatıonal program Grants dısbursed durıng	Europe	294	2,859,090	refunded by check Applied to student			
student's enrollment in international program				account, credits are refunded by check			
3 1	Mıddle East and North Afrıca	29	231,676	Applied to student account, credits are refunded by check			
Grants disbursed during student's enrollment in international program	North America	4	49,096	Applied to student account, credits are refunded by check			
	South A merica	54	569,487	Applied to student account, credits are refunded by check			
	South Asia	5	77,109	Applied to student account, credits are			
Grants disbursed during student's enrollment in	Sub-Saharan Africa	28	330,519	refunded by check A pplied to student account, credits are			
international program				refunded by check		Scha	dule F (Form 990) 2008

Schedule F (Form 990) 2008		Page 4
Part IV Supplemental Inf		ured in Dark I. line 2. and any other additional information
Identifier	ReturnReference	ured in Part I, line 2, and any other additional information. Explanation
Procedure for Monitoring Grants	Returnketerence	Schedule F, Part I, Line 2 Grants or other assistance are
Schedule F, Part IV	Other Information	awarded to foreign organizations or entities pursuant to the University policies and procedures for all grant subawards. Such subawards are monitored through the University's Office for Sponsored Research (OSR) and the University's Office of Accounting Services for Research and Sponsored Programs (ASRSP). All subaward documentation including purchase orders, related charges and invoices are reviewed and monitored by ASRSP and confirmed with the principal investigator. The principal investigator must certify that the subaward costs are in accordance with OMB A-21 cost principles, also, ASRSP requests and collects audit reports from subaward recipients to monitor compliance. If the information is not furnished to ASRSP, payment may be withheld. Grants and other assistance are awarded to students on the basis of financial need following. University policies developed to meet regulatory requirements (federal methodology) and guided by the College Board (institutional methodology) Merit scholarships are awarded based upon talent (eg, academic, music, and athletic.) All of these awarded grants are allowed to be used by the students towards any type of costs, no subsequent monitoring is required. Part I. The program services listed in Part I reflect international educational programs in which the University had material involvement in the design, development and/or control of the program and/or curriculum. While Northwestern University provides its students with access to a multitude of study abroad programs and exchanges located throughout the world, the University does not administer or operate the educational courses taught by all of these programs. Rather, under reciprocity and affiliation agreements, the University helps facilitate its student access to such international programs and recognizes credit earned by students at such foreign educational institutions, and such exchange programs are excluded from Schedule F, Part I. Under Northwestern University's current accounting procedures, all expenses associated
		of Schedule F

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DLN: 93493195006010

OMB No 1545-0047

Department of the Treasury

Internal Revenue Service

(Form 990 or 990-EZ)

SCHEDULE G

Fundraising or Gaming Activities Attach to Form 990 or Form 990-EZ. Must be completed by organizations that answer "Yes" to Form 990, Part IV,

lines 17, 18, or 19, and by organizations that enter more than \$15,000 on Form 990-EZ, line 6a.

Supplemental Information Regarding

Open to Public Inspection

Name of the organization	Emplo
Northwestern University	
	36-2

over identification number

2167817

- Indicate whether the organization raised funds through any of the following activities. Check all that apply
- Mail solicitations
- Email solicitations
- Phone solicitations
- In-person solicitations

- e Solicitation of non-government grants
- f Solicitation of government grants
- g Special fundraising events
- Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising activities?

If "Yes," list the ten highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization Form 990-EZ filers are not required to complete this table

(iii) Did

(i) Name of individual or entity (fundraiser)	(ii) Activity	fundrais custo contr contribu	er have dy or ol of	(iv) Gross receipts from activity	(v) A mount paid to (or retained by) fundraiser listed in col (i)	(vi) A mount paid to (or retained by) organization	
Ruffalo C O D Y	Phone solicitation		No	409,147	105,908	315,470	
Pursuant	E-mail solicitation		No	0	16,900	-16,900	
Carol O'Brien Associates	Campaign counseling		No	0	74,953	-74,953	
R & R Newkirk	Gıft plannıng marketıng		Νο	0	49,642	-49,642	
Core Group Inc	Data analysis		No	0	6,000	-6,000	
Total			<u></u>				

List all states in which the organization is registered or licensed to solicit funds or has been notified it is exempt from registration or licensing

A Z,A K,A R,CT,ME,MO,MN,A L,CA,FL,GA,IL,KS,NJ,NM,NC,ND,PA,RI,TN,TX,UT,WV,WI

Par	t II	Fundraising Events. Com more than \$15,000 on Form					report	ted
			(a) Event #1 Dance marathon (event type)	(b) Event #2 Brain Tumor Institute Fundraiser (event type)	(c) O ther Events 1 (total number)	(Add col	tal Eve (a) th ol (c))	
£.	1	Gross receipts	724,992		79,172		88	6,464
Revenue	2	Less Charitable contributions	693,792	76,000	40,172		80	9,964
	3	Gross revenue (line 1 minus line 2)	31,200	6,300	39,000		7	6,500
	4	Cash Prizes						
ses	5	Non-cash Prizes						
tben	6	Rent/Facility costs	49,880	5,000	4,900			9,780
Direct Expenses	7	Other direct expenses	30,001	21,350	32,081			3,432
DIRE	8	Direct expense summary Add line	es 4 through 7 ın column	(d)			14	3,212
	9	Net income summary Combine lin						6,712
Par	***	Gaming. Complete if the or \$15,000 on Form 990-EZ, lin		'Yes" to Form 990, Pa	art IV, line 19, or repo	rted mor	e thar	1
Revenue			(a) Bingo	(b) Pull tabs/Instant bingo/progressive bingo	(c) O ther gaming	(d) Tota col (a) th		
	1	Gross revenue						
	2	Cash prizes						
bens	3	Non-cash prizes						
Direct Expenses	4	Rent/facility costs						
<u> </u>	5	Other direct expenses						
	6	Volunteer labor	┌ Yes <u> </u>	Yes	│			
	7	Direct expense summary Add lines	s 2 through 5 in column (d)				
	8	Net gaming income summary Com	bine lines 1 and 7 in colu	mn (d)			Tw	
9 a	Ist	er the state(s) in which the organiza the organization licensed to operate				· 9a	Yes	No
b	If"	No," Explain				_		
10a b		re any of the organization's gaming l Yes," Explain	icenses revoked, suspen	ded or terminated during	g the tax year?	10a		
11	Doe	es the organization operate gaming a	activities with nonmembe	rs?		→ 11		
12	Ist	the organization a grantor, beneficiar ned to administer charitable gaming	ry or trustee of a trust or	a member of a partnersh	nip or other entity			

			
13	Indicate the percentage of gaming activity operated in		
а	The organization's facility		
b	An outside facility		
14	Provide the name and address of the person who prepares the organization's gaming/special events books and records		
	Name •		
	Address •		
15a	Does the organization have a contract with a third party from whom the organization receives gaming revenue?	15a	
Ь	If "Yes," enter the amount of gaming revenue received by the organization > \$ and the amount of gaming revenue retained by the third party > \$		
c	If "Yes," enter name and address		
	Name •		
	Address 🟲		
16	Gaming manager information		
	Name 🟲		
	Gaming manager compensation 🕨 \$		
	Description of services provided 🟲		
	Director/officer Employee Independent contractor		
17	Mandatory distributions		
а	Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license?	17a	
b	Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year 📂 💲		

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

OMB No 1545-0047

2008

DLN: 93493195006010

Open to Public

Department of the Treasury Internal Revenue Service

Schedule I

(Form 990)

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

Inspection

Name of the organization						Employer identi	fication number
Northwestern University						36-2167817	
Part I General Inform	nation on Gra	nts and Assistance	е				
Does the organization ma the selection criteria used Describe in Part IV the or	d to award the gra rganization's proc	nts or assistance? edures for monitoring th	e use of grant funds in t	he United States			
Form 990, Part I Part IV and Scho	IV, line 21 for ai edule I-1 if addi	ny recipient that rece tional space is	eived more than \$5,0	00. Check this box	tes. Complete if the of the of the office of	ceived more than \$5,	
1(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) A mount of cash grant	(e) A mount of non- cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	, , , ,	(h) Purpose of grant or assistance
See Additional Data Table							
2 Enter total number of sec organizations					•		75
3 Enter total number of other							160
For Paperwork Reduction Act Not				Cat No 50055			hedule I (Form 990) 2008

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.

(b) Number of recipients	(c)A mount of cash grant	(d)A mount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f)Description of non-cash assistance
9686	136,770,568			
80	340,065			
	recipients 9686	recipients cash grant 9686 136,770,568	recipients cash grant non-cash assistance 9686 136,770,568	recipients cash grant non-cash assistance (book, FMV, appraisal, other) 9686 136,770,568

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

Ident if ier	Return Reference	Explanation
Procedure for Monitoring Grants in the U S	Part I, Line 2	Schedule I, Part I, Line 2 Grants given to support of charitable community organizations. Such grants are extended only for charitable purposes to organizations that are exempt under Code Section 501(c)(3). After qualifications for the grant are met and the grant is disbursed to the charitable organization there is no subsequent monitoring by the University. Grants or other assistance are awarded to organizations or entities in the U.S. pursuant to the University policies and procedures for all grant subawards. Such subawards are monitored through the University's Office for Sponsored Research (OSR) and the University's Office of Accounting Services for Research and Sponsored Programs (ASRSP). All subaward documentation including purchase orders, related charges and invoices are reviewed and monitored by ASRSP and confirmed with the principal investigator. The principal investigator must certify that the subaward costs are in accordance with OMB A-21 cost principles, also, ASRSP requests and collects audit reports from subaward recipients to monitor compliance. If the information is not furnished to ASRSP, payment may be withheld. Grants and other assistance are awarded to students on the basis of financial need following University policies developed to meet regulatory requirements (federal methodology) and guided by the College Board (institutional methodology). Merit scholarships are awarded based upon talent (eg, academic, music, and athletic). All of these awarded grants are allowed to be used by the students towards any type of costs, no subsequent monitoring is required. Prizes and awards reflect prizes and awards extended to non-employees in recognition of an accomplishment, activity, or event. Prizes and awards given to employees are included as compensation and reported on an employee's Form W-2.

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DLN: 93493195006010

OMB No 1545-0047

Schedule J (Form 990)

Department of the Treasury

Compensation Information

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.

2008

Open to Public Inspection

Internal Revenue Service Name of the organization **Employer identification number** Northwestern University 36-2167817

Pa	Questions Regarding Compensation					
					Yes	Νo
1a	Check the approprate box(es) if the organization provided 990, Part VII, Section A, line 1a Complete Part III to pr		,			
	First class or charter travel	7	Housing allowance or residence for personal use			
	▼ Travel for companions	_	Payments for business use of personal residence			
	▼ Tax idemnification and gross-up payments ▼	7	Health or social club dues or initiation fees			
	Discretionary spending account	7	Personal services (e g , maid, chauffeur, chef)			
b	If line 1a is checked, did the organization follow a written provision of all the expenses described above? If "No," co			1b	Yes	
2	Did the organization require substantiation prior to reimbu officers, directors, trustees, and the CEO/Executive Direc		2	Yes		
3	Indicate which, if any, of the following the organization use organization's CEO/Executive Director Check all that ap	ply	·			
	<u> </u>	_	Compensation survey or study			
	Form 990 of other organizations	_	Approval by the board or compensation committee			
_						
4	During the year, did any person listed in Form 990, Part V		•			
а	Receive a severance payment or change of control payme	ent?		4a		Νo
b	Participate in, or receive payment from, a supplemental n	ond	qualified retirement plan?	4b		Νo
C				4c		Νo
	If "Yes" to any of lines 4a-c, list the persons and provide	the	e applicable amounts for each item in Part III			
	501(c)(3) and 501(c)(4) organizations only must complet	te li	ines 5-8.			
5	For persons listed in form 990, Part VII, Section A, line 1 compensation contingent on the revenues of	la,	did the organization pay or accrue any			
а	The organization?			5a		Νo
b	Any related organization?			5b		Νo
	If "Yes," to line 5a or 5b, describe in Part III					
6	For persons listed in form 990, Part VII, Section A, line 1 compensation contingent on the net earnings of	la,	did the organization pay or accrue any			
а	The organization?			6a		Νo
b	Any related organization?			6b		Νo
	If "Yes," to line 6a or 6b, describe in Part III					
7	For persons listed in form 990, Part VII, Section A, line 1 payments not described in lines 5 and 6? If "Yes," descri		•	7		No
8	Were any amounts reported in Form 990, Part VII, paid of subject to the initial contract exception described in Regs in Part III			8		No

Cat No 50053T

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	f W-2 and/or 1099-MI	SC compensation	(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(ı)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
	(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
See Addıtıonal Data Table (i)							
(ii)							
(i)							
(ii)							
(i)							
(ii)							
(i)							
(ii)							
(i)							
(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

Ident if ier	Ret urn Ref erence	Explanation
	Part I, Line 1a	Charter travel. Charter airplane travel was provided to six listed persons as a one-time round-trip travel service to attend the 2008 Valero Alamo Bowl in San Antonio Texas, where the University student football team competed. Charter travel attendees were. (i) Provost Daniel Linzer (ii) President Henry Bienen, (iii) Sarah Pearson Riley, Vice President of Alumni Relations and Development, (iv) Alan Cubbage, Vice President for University Relations, (v) Eugene Sunshine, Vice President for Business and Finance, and (vi) James Hurley, Associate Vice President for Budget Planning. Pursuant to written University policy, the benefit was treated as a business expense and was not treated as taxable compensation. Travel for companions. Spouses accompanied the President, Provost, and Vice President of Alumni Relations and Development to the 2008 Valero Alamo Bowl for business purposes and was not treated as taxable compensation. The President's spouse has accompanied the President at development events for business purposes. The Associate Vice President of Human Resources, Pamela Beemer, received reimbursement for travel expenses related to travel by her spouse and dependent pursuant to her employment agreement and such travel will be treated as taxable compensation. Tax gross-up payments. The Vice President of Business and Finance, Eugene Sunshine, received a tax-gross up payment for insurance policy premium paid in calendar year 2008, which was treated as taxable compensation. The Vice President of Alumni McLean, received a tax-gross up payment for retirement related contributions, which was treated as taxable compensation. The Vice President of Alumni Relations and Development, Sarah Pearson, received a tax-gross up payment in connection with a tuition payment for her dependent, which was treated as taxable compensation. The Vice President of Business and taxable compensation. The Vice President of Business and Evangence Sunshine, is provided a housing allowance or residence for personal use. The President, Henry Biene
Supplemental Information	Part III	Part I, Line 5a Vice President and Chief Investment Officer, William McLean, received incentive compensation of \$544,462 that was based on the performance of University investments and attainment of target return benchmarks
	+	

DLN: 93493195006010

OMB No 1545-0047

Schedule K **Supplemental Information on Tax Exempt Bonds** (Form 990)

To be completed by organizations that answered "Yes" to Form 990, Part IV, line 24a. Provide descriptions, explanations, and any additional information in Schedule 0.

Open to Public **Inspection**

Internal Revenue Service Name of the organization Northwestern University

Department of the Treasury

Employer identification number

26 2167917

NOI	itilwestern oniversity									36-2167	817			
Р	art I Bond Issues (Required	d for 2008)												
	(a) Issuer Name	(b) Issuer EIN	(c) CUSIP #	(d) Date	Issued	(e) Issu	e Price	(f) Des	cription of	Purpose	(g) Defeased		Beha	On alf of uer
											Yes	No	Yes	No
A _	IEFA-Series 2003 Demand Revenue Bonds	36-2167817	4520018K9	10-29-	2003	185,	530,698	A cquire, cor University for refunding				х		×
В	IEFA-Series 2004 Demand Revenue Bonds	36-2167817	45200BFC7	09-09-	2004	67,	900,000	Acquire, construct or renovate University facilities				x		×
С	IEFA-Series 2004 Demand Revenue Bonds	36-2167817	45200BFD5	09-09-	2004	67,	900,000	A cquire, construct or renovate University facilities				×		×
D	IEFA-Series 2006 Demand Revenue Bonds	36-2167817	45200BH50	10-03-	2006	150,	.740,726	A cquire, construct or renovate University facilities				х		х
E	IEFA-Series 2008 Demand Revenue Bonds	36-2167817	45200KKZ1	06-25-	2008	50,	.000,000	A cquire, construct or renovate University facilities				х		х
Pa	Part II Proceeds (Optional for 2008)													
					4	1	В	-	С	D			E	
1	Total Proceeds of Issue					1								
3	Proceeds in Refunding or Defeasa	ance Escrows												
4	Other Unspent Proceeds					-								
5	Issuance Costs from Proceeds													
6	Working Capital Expenditures from													
7	Capital Expenditures from Procee	<u></u>												
8	Year of Substantial Completion				1	1	ı	ı	i I	1 1		1	1	
9	Were the bonds issued as part of	f a current refunding is:	sue?	Yes	No	Yes	No	Yes	No	Yes	No	Ye:	s	No
10						+								
11														
-			cords to support the											
12	final allocation of proceeds?		.ords to support the											
Pa	rt III Private Business Use	: (Optional for 2008)							Γ				
				<i></i>			B 		C I	D		-	E	
	Was the organization a partner in	a nartnershin or a me	ambar of an IIC	Yes	No	Yes	No	Yes	No	Yes	No	Yes	s	No
1	which owned property financed by		iniber of all LLC,											
2	Are there any lease arrangements which may result in private busine		inanced property											
For	Paperwork Reduction Act Notice, see th		n 990.		•	Cat No 501	 193E	•		Scl	hedule K	Form 99	0) 2008	

Schedule K	(Form 990) 20	800	
Part III	Private Bu	siness Use	(Continued)

			Α		В		C		D		E
		Yes	No								
3a	Are there any management or service contracts with respect to the financed property which may result in private business use?										
3b	Are there any research agreements with respect to the financed property which may result in private business use?										
3с	Does the organization routinely engage bond counsel or other outside counsel to review any management or service contracts or research agreements relating to the financed property?										
4	Enter the percentage of financed property used in a private business use by entities other than a 501(c)(3) organization or a state or local government										
5	Enter the percentage of financed property used in a private business use as a result of unrelated trade or business activity carried on by your organization, another 501(c)(3) organization, or a state or local government										
6	Total of lines 4 and 5										
7	Has the organization adopted management practices and procedures to ensure the post-issuance compliance of its tax-exempt bond liabilities?										
Pai	rt IV Arbitrage (Optional for 2008)										
		ı	Α	E	3	С		D		E	
		Yes	No								
1	Has a Form 8038-T been filed wth respect to the bond issue?										
2	Is the bond issue a variable rate issue?										
3a	Has the organization or the government issuer identified a hedge with respect to the bond issue on its books and records?										
ь	Name of provider										
С	Term of hedge										
4a	Were gross proceeds invested in a GIC?										
ь	Name of provider										
С	Term of GIC										
d	Was the regulatory safe harbor for establishing the fair market value of the GIC satisfied?										
5											
	Were any gross proceeds invested beyond an available temporary period?										

DLN: 93493195006010

Schedule K (Form 990)

Supplemental Information on Tax Exempt Bonds

OMB No 1545-0047

2008

Open to Public Inspection

Department of the Treasury Internal Revenue Service Name of the organization

Northwestern University

To be completed by organizations that answered "Yes" to Form 990, Part IV, line 24a. Provide descriptions, explanations, and any additional information in Schedule O.

Employer identification number

NOI	tilwestern omversity									36-2167	7817					
P	art I Bond Issues (Require	ed for 2008)								ı						
	(a) Issuer Name	(b) Issuer EIN	(c) CUSIP #	(d) Date	Issued	(e) Issue	e Price	(f) Des	cription of F	urpose (g) Def		efeased)On nalf of suer		
											Yes		Yes	No		
A	IEFA-Series 2008 Demand Revenue Bonds	36-2167817	45200FLA5	06-25-	2008	50,	000,000	A cquire, co University f		novate		х		х		
В	IEFA-Series 2008 Demand Revenue Bonds	36-2167817	45200FLB3	06-25-	2008	25,	000,000	A cquire, construct or renovate University facilities				х		х		
Pa	art II Proceeds (Optional for	r 2008)									I .			-1		
					A	-	В		С	Е	D			E		
_1	Total Proceeds of Issue															
2	Gross Proceeds in Reserve Fund															
3																
4																
5	Issuance Costs from Proceeds															
6	Working Capital Expenditures fro															
7	Capital Expenditures from Proce	eds														
8	Year of Substantial Completion															
				Yes	No	Yes	No	Yes	No	Yes	No	Ye:	s	No		
9	Were the bonds issued as part of	f a current refunding is	sue?													
10	Were the bonds issued as part of	f an advance refunding	ıssue?													
11	Has the final allocation of procee	eds been made?														
12																
Pa	rt III Private Business Use	e (Optional for 2008	3)	•	•		•						•			
					A		В	_	С	C			E			
				Yes	No	Yes	No	Yes	No	Yes	No	Ye	s	No		
1	Was the organization a partner in which owned property financed b		ember of an LLC,													
2	Are there any lease arrangement	ts with respect to the f	inanced property													

which may result in private business use?

Schedule K	(Form 990) 20	800	
Part III	Private Bu	siness Use	(Continued)

			Α		В		C		D		E
		Yes	No								
3a	Are there any management or service contracts with respect to the financed property which may result in private business use?										
3b	Are there any research agreements with respect to the financed property which may result in private business use?										
3с	Does the organization routinely engage bond counsel or other outside counsel to review any management or service contracts or research agreements relating to the financed property?										
4	Enter the percentage of financed property used in a private business use by entities other than a 501(c)(3) organization or a state or local government										
5	Enter the percentage of financed property used in a private business use as a result of unrelated trade or business activity carried on by your organization, another 501(c)(3) organization, or a state or local government										
6	Total of lines 4 and 5										
7	Has the organization adopted management practices and procedures to ensure the post-issuance compliance of its tax-exempt bond liabilities?										
Pai	rt IV Arbitrage (Optional for 2008)										
		ı	Α	E	3	С		D		E	
		Yes	No								
1	Has a Form 8038-T been filed wth respect to the bond issue?										
2	Is the bond issue a variable rate issue?										
3a	Has the organization or the government issuer identified a hedge with respect to the bond issue on its books and records?										
ь	Name of provider										
С	Term of hedge										
4a	Were gross proceeds invested in a GIC?										
ь	Name of provider										
С	Term of GIC										
d	Was the regulatory safe harbor for establishing the fair market value of the GIC satisfied?										
5											
	Were any gross proceeds invested beyond an available temporary period?										

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OMB No 1545-0047

Department of the Treasury Internal Revenue Service

(Form 990 or 990-EZ)

Schedule L

► Attach to Form 990 or Form 990-EZ. ► To be completed by organizations that answered "Yes" on Form 990, Part IV, lines 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V lines 38b or 40b.

Transactions with Interested Persons

Open to Public Inspection

rthwestern University		36-2167817								
tI Excess Benefit Transac	tions (section 501(c)(3) and section 501	L (c)(4)							
To be completed by organization	ons that answered "Ye	s" on Form 990, Part IV	, line 2	5a or 25b	o, or F	orm 9	90-EZ			
(a) Name of disqualifie	d person	(b) Des	cription	oftransa	action	ı		F	c) Corr Yes	ected No
	l								res	NO
Enter the amount of tax imposed on	the organization mana	agers or disqualified pers	sons du	rıng the y	earu	nder				
section 4958 Enter the amount of tax, if any, on lii		ed by the organization .				*	\$ —— \$			
Loans to and/or From To be completed by organiza			IV , lıne	26, or F	orm 9	90-E	Z, Part	V, line	e 38a	
(a) Name of interested person and purpose	(b) Loan to or from the organization?	(c)O riginal principal amount		d) Balance due) In ault?	(f Appr	(f) pproved board or a		ritten ment?
	To From				Yes	No	Yes	No	Yes	No
1										
To be completed by organ			90 Pa	rt IV lır	ne 27					
<u> </u>		p between interested pe		•						
(a) Name of interested person	1 ' '	the organization		(c) A m	ount	of gra	nt or ty	pe of a	assista	nce
	n/a									4,62
	in/a									7,020
	n/a								2	0,250
	n/a									3,000
	11/4									3,00
rt IV Business Transactions To be completed by organ			90 <u>,</u> Pa	rt IV, lır	<u>ne</u> 28	a, 28	<u>Bb, or</u> .	<u>28c</u> .		
(a) Name of interested person	(b) Relationship		ا	organiz) Sharing o ganization' evenues?					
	organization								Yes	No
See Additional Data Table										
								-+		
								-		

OMB No 1545-0047

Open to Public Inspection

SCHEDULE M (Form 990)

Department of the Treasury

To be completed by organizations that answered "Yes" on Form 990, Part IV, lines 29 or 30. Attach to Form 990

Non-Cash Contributions

Internal Revenue Service Name of the organization

Employer identification number Northwestern University 36-2167817 Part I Types of Property (a) (b) (d) (c) Revenues reported on Check Number of Contributions Method of determining Form 990, Part VIII, line ıf revenues applicable 1 g 10 Art-Works of art . . Χ 333,643 FMV on date of gift Art—Historical treasures Art—Fractional interests 4 Books and publications Х 2,868 FMV on date of gift Clothing and household Х 3,883 FMV on date of gift goods Χ 36,575 FMV on date of gift Cars and other vehicles Boats and planes . . Intellectual property . . . Securities—Publicly traded . 10 Securities—Closely held stock 11 Securities—Partnership, LLC, or trust interests 12 Securities—Miscellaneous . . 13 Qualified conservation contribution (historic structures) . . . 14 Qualified conservation contribution (other) . . . Real estate—Residential . 16 Real estate—Commercial . . Real estate—Other . . . 18 Collectibles . . Food inventory . . . 7,700 FMV on date of gift 19 20 Drugs and medical supplies . Taxidermy 22 Historical artifacts Scientific specimens . . 23 Archeological artifacts . . . Event tickets, aift 179 363,956 FMV on date of gift Other (describe <u>certificates</u>) 2 51,436 FMV on date of gift Other (describe Equipment) Х Securities publicly Other (describe traded Χ 322 14,933,765 Proceeds from sale Securities -478,557 FMV on date of gift Other (describe trusts Number of Forms 8283 received by the organization during the tax year for contributions for 29 1 which the organization completed Form 8283, Part IV, Donee Acknowledgement Yes No **30a** During the year, did the organization receive by contribution any property reported in Part I, lines 1-28 that it must hold for at least three years from the date of the initial contribution, and which is not required to be used for exempt purposes 30a No **b** If "Yes", describe the arrangement in Part II

31 Does the organization have a gift acceptance policy that requires the review of any non-standard contributions?

32a Does the organization hire or use third parties or related organizations to solicit, process, or sell non-cash

If the organization did not report revenues in Column (c) for a type of property for which Column (a) is

b If "Yes", describe in Part II

checked, describe in Part II

31

32a

Yes

Νo

Supplemental Information. Complete this part to provide the information required by Part I, lines 30b, 32b, and 33. Also complete this part for any additional information.										
Identifier	ReturnReference	Explanation								
240111111	Notal III Colored	Explanation								
	1	1								

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DLN: 93493195006010

SCHEDULE O (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990

responses to specific questions for the Form 990 or to provide any additional information.

► Attach to Form 990. To be completed by organizations to provide additional information for

2008

OMB No 1545-0047

Open to Public Inspection

Name of the organization Northwestern University Employer identification number

36-2167817

ldentifier	Return Reference	Explanation
Form 990.		Excluded from the relationships listed herein are relationships whereby two persons are each a director, trustee or officer in the same tax-exempt entity. Business Relationships, John A. Canning, Jr. and T. Bondurant French
Part VI.		John A Canning, Jr and Lester B Knight Christopher B Galvin and Lester B Knight Christopher B Galvin and
Section A,		Patrick G Ryan Christopher B Galvin and Patrick G Ryan, Jr Lester B Knight and D Gideon Searle Lester B
line 2		Knight and Patrick G Ryan Lester B Knight and J B Pritzker Lester B Knight and William A Osborn Lester B Knight and T Bondurant French Lester B Knight and A Steven Crown Lester B Knight and R Eden Martin

ldentifier	Return Reference	Explanation
Form 990, Part VI, Section A, line 2		Business Relationships continued R Eden Martin and Eugene Sunshine William A Osborn and Nicholas D Chabraja William A Osborn and Miles D White M Jude Reyes and A Steven Crown M Jude Reyes and William A Osborn M Jude Reyes and Patrick G Ryan Family Relationships Patrick G Ryan and Patrick G Ryan, Jr

ldentifier	Return Reference	Explanation
Form 990, Part VI, Section A, line 10		A hard copy of the University's final Form 990 (including all required schedules), was provided to each voting member of the University's governing body prior to filing. That version of the Form 990 is identical to the one ultimately filed with the IRS. Prior to providing a copy to the governing body, a draft of the Form 990 was reviewed by the Committee on Audit of the Board of Trustees, which is comprised of a subset of members from the governing body who review the accounting procedures and controls of the University

Identifier	Return Reference	Explanation
Form 990, Part VI, Section B, line 12c		Conflict of Interest Policies University ByLaw's require that any conflict of interest of any Trustee, Officer or their immediate families be disclosed to the Board of Trustees in writing. An Officer shall call any conflict of interest to the attention of the President. If the matter is being considered by the Board of Trustees or one of its committees, such Officer is not permitted to participate in or make recommendations about the conflict of interest under discussion, except to the extent the Officer is required by the Trustees or other officers to answer pertinent questions related to the conflict. A Trustee having a conflict of interest shall call it to the attention of the Board or committee and shall abstain on voting on the subject. The Trustee is encouraged to answer pertinent questions when the his/her know ledge of the subject will assist the Board or any of its committees. Potential conflicts of interest of Trustees and Officers are reviewed by the University's General Counsel. Pursuant to the University's staff and faculty Conflict of Interest Policies, employees are required to disclose potential conflicts of interest to the University on an annual basis. Employees receive annual reminders to complete a conflict of interest questionnaire and responses are submitted electronically and reviewed by each employee's supervisor. Potential conflicts are further reviewed by the University's Department of Human Resources and action taken by senior management as needed.

ldentifier	Return Reference	Explanation
Form 990, Part VI, Section B, line 15		The Compensation Committee of the Board includes members of the University's governing body who are not related or controlled by the employees whose compensation they are reviewing. To assess the reasonableness of employee compensation, the Compensation Committee of the Board relies on formal surveys and comparability data prepared and compiled by outside consultants who have expertise in the field of executive compensation assessment and benchmarking. The Compensation Committee of the Board met on June 13, 2007 to review and approve fiscal year 2008 (September 1, 2007 to August 31, 2008) salaries and met on June 24, 2008 to review and approve fiscal year 2009 (September 1, 2008 to August 31, 2009) salaries. Actions undertaken by the Compensation Committee of the Board are contemporaneously documented in the minutes of each meeting. Compensation Committee of the Board reviewed and approved compensation of all current officers listed in Part VII, Section A. The Committee reviewed and approved compensation of all current key employees listed in Part VII, Section A with the exception of Jeffrey Miller (Vice Dean and Chief Operating Officer of Feinberg School of Medicine). Jeffrey Miller's compensation is reviewed and approved annually by the Vice President for Medical Affairs and Dean of the Feinberg School of Medicine and comparability data prepared by third-party professional consultants is used to assess his compensation.

ldentifier	Return Reference	Explanation
Form 990, Part VI, Section C, line 19		Governing documents The University maintains an Office for University Relations where information requests from the public are processed. Conflict of Interest Policies. The University's conflict of interest policy for faculty and staff is posted on the University's wiebsite. Additional detail policies, including the trustee policy, are available upon request. Financial Statements. The University's annual audited consolidated financial statements are available as pdf documents to be downloaded on demand from the University wiebsite.

ldentifier	Return Reference	Explanation
Part XI, Lines 2a and 2b	Financial Statement Audit	The University's fiscal year 2009 financial statements were reviewed and audited by an independent accountant as part of Northwestern University's consolidated financial statements for the years ended August 31, 2009, and August 31, 2008

ldentifier	Return Reference	Explanation
Schedule G, Part I, Line 2b, Column (v)		The follow ing professional fundraisers received reimbursements for expenses associated with their services to the University (the amount of expenses reimbursed paid are reflected). RuffaloCODY (\$10,834), Carol O'Brien Associates (\$1,805.08) and The Core Group (\$796.08). Agreements with professional fundraising services permit reimbursement for direct expenses such as printing, mailing and shipping.

ldentifier	Return Reference	Explanation
Part VI, Line 9	Local chapters, branches, or affiliates	The University does not have local chapters, branches, lodges, units or similar affiliates. As described in Schedule F, the University has one international campus, located in Doha, Qatar. The University has a number of affiliation agreements and arrangements with other research and educational institutions but the University does not have authority to exercise supervision and control of such institutions.

DLN: 93493195006010

OMB No 1545-0047

Open to Public

Related Organizations and Unrelated Partnerships

Department of the Treasury

(Form 990)

SCHEDULE R

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

Inspection Internal Revenue Service Name of the organization **Employer identification number** Northwestern University 36-2167817 **Identification of Disregarded Entities** Part I (B) (C) (D) (E) Name, address, and EIN of disregarded entity Direct controlling Primary activity Legal domicile (state Total income End-of-year assets or foreign country) entity **Identification of Related Tax-Exempt Organizations** Name, address, and EIN of related organization Primary activity Legal domicile (state Exempt Code section Public charity status Direct controlling or foreign country) (if section 501(c)(3)) entity Rubicon Insurance Company Providing medical ΙL 501(c)(3) 11b N/A 2020 Ridge Ave malpractice coverage Evanston, IL60208 36-3694409 Northwestern Medical Faculty Foundation 680 N Lakeshore Dr ΙL 501(c)(3) N/A Patient care, teaching Chicago, IL60611 36-3097297 Students Publishing Company Publishes student 1999 Sheridan Rd ΙL 501(c)(3) 11a N/A periodicals Evanston, IL60208 36-6002654 Mcgaw Medical Center of Northwestern University Coordination of medical 11a 420 E Superior St ΙL 501(c)(3) N/A residents Chicago, IL60611 36-2656113

(A) Name, address, and EIN of related organization	Prim	(B) nary activity	(C) Legal domicile (state or foreign country)	(D) Direct controlling entity	incom	(E) lominant le(related, lestment, related)	Share	(F) e of total income	(G) Share of end-of- year assets	(H Disprop allocat	l) ortionate tions?	(I) Code V—UBI amount on Box 20 of K-1	Gene mana part	agıng
										Yes	No		Yes	No
Part IV Identification of R	Related	l Organizations	Taxable as	a Corporation	ı or Tr	ust								
(A) Name, address, and EIN of related organ		(B) Primary activity		(C) Legal domicile (state or foreign country)		(D) Direct contro	olling	(E) Type of entity (C corp, S corp or trust)	(F) Share of total income	end	(G) hare of l-of-yea assets	(H) Percentage r ownership		

Part V Transactions with Related Organizations			
Note. Complete line 1 if any entity is listed in Parts II, III or IV		Ye	s No
1 During the tax year, did the orgranization 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	1a		No
b Gift, grant, or capital contribution to other organization(s)	1b		No
c Gift, grant, or capital contribution from other organization(s)	1c	Ye	:s
d Loans or loan guarantees to or for other organization(s)	1d		No
e Loans or loan guarantees by other organization(s)	1e		No
f Sale of assets to other organization(s)	1f		No
g Purchase of assets from other organization(s)	1 g		No
h Exchange of assets	1h		No
i Lease of facilities, equipment, or other assets to other organization(s)	11	Ye	s
j Lease of facilities, equipment, or other assets from other organization(s)	1j		No
k Performance of services or membership or fundraising solicitations for other organization(s)	1k		No
l Performance of services or membership or fundraising solicitations by other organization(s)	11		No
m Sharing of facilities, equipment, mailing lists, or other assets	1m	1	No
n Sharing of paid employees	1n	Ye	s
o Reimbursement paid to other organization for expenses	10	Ye	s
p Reimbursement paid by other organization for expenses	1р	Ye	:s
q O ther transfer of cash or property to other organization(s)	1 q	Ye	s
r Other transfer of cash or property from other organization(s)	1r	_	

2 I	f the answer to any of the above is "Yes," see the instructions for information on who i	must complete this line, including covered relationship	s and transaction thresholds
	(A) Name of other organization(s)	(B) Transaction type(a-r)	(C) Amount Involved
(1)	Rubicon Insurance Company	Q	7,196,436
(2)	Rubicon Insurance Company	Р	1,109,456
(3)	Northwestern Medical Faculty Foundation	Q	2,832,805
(4)	Northwestern Medical Faculty Foundation	Р	26,343,000
(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

									_	
(A) Name, address, and EIN of entity	(B) Primary activity	(C) Legal domicile (state or foreign country)	(D) Are all partners section 501(c)(3) organizations?		(E) Share of end-of-year assets			(G) Code V—UBI amount on Box 20 of K-1	(H) General o managing partner?)
			Yes	No		Yes	No		Yes	No
			•			•	•	Sabadula	D / Form	000) 2000

Software ID: Software Version:

EIN: 36-2167817

Name: Northwestern University

Form 990, Part VII - Section Aaa

Pormi 990, Part VII - Section Aaa		Posit t	(C lon (hat a	chec		İ			(5)	(F)
(A) Name and Title	(B) Average hours per week	Individual Trustee or Director	Institutional Trustee	Officei	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W- 2/1099MISC)	(E) Reportable compensation from related organizations (W- 2/1099- MISC)	Estimated amount of other compensation from the organization and related organizations
Peter J Barris , Trustee	1 00	X						0	0	0
Judith S Block , Trustee	1 00	X						0	0	0
John A Canning Jr , Trustee	1 00	Х						0	0	0
Nıcholas D Chabraja , Trustee	1 00	X						0	0	0
A Steven Crown , Trustee	1 00	Х						0	0	0
Richard H Dean , Trustee	1 00	Х						0	0	0
Charles W Douglas , Trustee	1 00	Х						0	0	0
D Cameron Findlay , Trustee	1 00	Х						0	0	0
Dennis J FitzSimons , Trustee	1 00	Х						0	0	0
T Bondurant French , Trustee	1 00	Х						0	0	0
Christopher B Galvin , Trustee	1 00	Х						0	0	0
J Douglas Gray , Trustee and Lecturer	1 00	Х						8,200	2,100	0
Philip L Harris , Trustee	1 00	Х						0	0	0
Thomas Z Hayward Jr , Trustee	1 00	Х						0	0	0
Jay C Hoag , Trustee	1 00	Х						0	0	0
Lester B Knight , Trustee	1 00	Х						0	0	0
Timothy K Krauskopf , Trustee	1 00	Х						0	0	0
Edward M Liddy , Trustee	1 00	Х						0	0	0
Ann Lurie , Trustee	1 00	Х						0	0	0
J Landıs Martın , Trustee	1 00	Х						0	0	0
R Eden Martın , Trustee	1 00	Х						0	0	0
Lee M Mitchell , Trustee	1 00	Х						0	0	0
William A Osborn , Trustee	1 00	Х						0	0	0
JB Pritzker , Trustee	1 00	Х						0	0	0
M Jude Reyes , Trustee	1 00	Х						0	0	0
Patrick G Ryan , Trustee	1 00	Х						0	0	0
Patrick G Ryan Jr , Trustee	1 00	Х						0	0	0
Paul L Sagan , Trustee	1 00	Х						0	0	0
William E Sagan , Trustee	1 00	Х						0	0	0
D Gıdeon Searle , Trustee	1 00	Х						0	0	0

Form 990, Part VII - Section Aaa

Form 990, Part VII - Section Aaa													
		Posit t	(C tion (hat a	chec		I			(E)	(F)			
(A) Name and Title	(B) Average hours per week	Individual Trustee or Director	Institutional Trustee	Officei	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W- 2/1099MISC)	Reportable compensation from related organizations (W- 2/1099- MISC)	Estimated amount of other compensation from the organization and related organizations			
Gordon I Segal , Trustee	1 00	Х						0	0	0			
Andrew E Senyeı MD , Trustee	1 00	Х						0	0	0			
Benjamin W Slivka , Trustee	1 00	X						0	0	0			
David B Weinberg , Trustee	1 00	Х						0	0	0			
Miles D White , Trustee	1 00	Х						0	0	0			
William Wrigley Jr , Trustee	1 00	Х						0	0	0			
Henry S Bienen , President	40 00			Х				1,109,774	0	151,411			
Daniel I Linzer , Provost	40 00			Х				448,643	0	45,496			
Eugene S Sunshine , Senior VP for Business	40 00			х				786,160	0	39,850			
William J Banis , VP Student Affairs	40 00			Х				228,251	0	38,769			
Alan K Cubbage , VP University Relations	40 00			х				235,536	0	28,102			
J Larry Jameson , VP for Medical Affairs a	30 00			х				717,214	770,942	63,608			
Marilyn McCoy , VP for Administration	40 00			Х				282,956	0	40,915			
Morteza A Rahımı , VP Information Technolog	40 00			х				601,044	0	38,770			
Sarah Rısley Pearson , VP for Development	40 00			х				382,530	0	49,209			
Joseph T Walsh Jr , VP for Research	40 00			Х				270,603	0	71,412			
William H McLean , VP and Chief Investment	40 00			х				1,225,956	0	73,169			
Thomas G Cline , VP and General Counsel	40 00			х				419,959	0	39,596			
Ingrid S Stafford , Treasurer and Assoc VP	40 00				х			251,770	0	22,861			
Jeffrey C Miller , Vice Dean, COO Medical S	40 00				х			507,375	0	36,653			
Ronald Nayler , Assoc VP Facilities Man	40 00				x			308,439	0	38,839			
James M Hurley , Assoc VP Budget and Pla	40 00				х			264,868	0	31,232			
Pamela S Beemer , Assoc VP Human Resource	40 00				x			277,904	0	27,572			
Patrick M McCarthy , Professor, Medical Schoo	10 00					х		30,757	1,645,958	47,461			
Murad Alam , Asst Professor, Medical	10 00					Х		3,030	1,330,189	41,910			
Sımon S Yoo , Asst Professor, Medical	10 00					Х		3,150	1,204,814	37,773			
Thomas A Mustoe , Professor, Medical Schoo	30 00					х		160,103	1,035,107	47,461			
H Huntington Batjer , Professor, Medical Schoo	30 00					х		110,615	1,060,850	47,461			
Estate of LB Dumas Jr , Former Provost	0 00						Х	444,821	0	37,140			
Bradley C Moore , Former VP for Research	0 00						х	272,472	0	25,450			

Form 990, Part VII - Section Aaa

orm profrancial section is										
		1	(C tion (that a	che				(D)	(E)	(F) Estimated
(A) Name and Title	(B) Average hours per week	Individual Trustee or Director	Institutional Trustee	Office	Key employee	Highest compensated employee	Former	Reportable compensation from the organization (W- 2/1099MISC)	Reportable compensation from related organizations (W- 2/1099- MISC)	amount of other compensation from the organization and related organizations
Lewis Landsberg , Former VP Information Te	30 00						х	534,197	444,881	65,371

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

•					
	Business Code	(A) Total Revenue	(B) Related or Exempt Function Revenue	(C) Unrelated Business Revenue	(D) Revenue Excluded from Tax under IRC 512, 513, or 514
a Tuition and fees	900,099	690,817,034	690,817,034		
b Research activities	900,099	424,774,824	424,774,824		
c Educational activities	900,099	110,742,021	110,742,021		
d Auxilliary enterprises	900,099	69,625,166			69,625,166
e Medical departments	900,099	26,634,505	26,634,505		

Software ID: Software Version:

EIN: 36-2167817

Name: Northwestern University

Form 990 Schedule F Part I - Activities Outside The United States

Form 990 Schedule F Pa	art I - Activiti	ies outside i	(d) Activities conducted	(e) If activity listed	
(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	in region (by type) (i e , fundraising, program services, grants to recipients	in (d) is a program	(f) Total expenditures in region
Middle East and North Africa	1	65	located in the region) Maintaining offices, employees or agents	International campus in Doha, Qatar for students in journalism and communications	19,591,120
East Asia and the Pacific	0	0	Program services	Study abroad programs in China and Australia	476,959
Europe	0	0	Program Services	Study abroad programs in Croatia, Czech Republic, France, Germany, Spain and Turkey, Greece, Engalnd, Ireland, Denmark, Austria, Italy	3,889,470
Europe	0		Fundraising	Fundraising related to England	3,628
South America	0	0	Program Services	Study abroad programs in Chile and Argentina	105,047
Sub-Saharan Africa	0	0	Program Services	Study abroad programs in Senegal and Uganda	339,121
Central America and the Caribbean	0	19	Program Services	Business travel abroad (includes travel to attend seminars and conferences)	23,261
East Asia and the Pacific	0	164	Program services	Business travel abroad (includes travel to attend seminars and conferences)	416,086
Europe	0	500	Program services	Business travel abroad (includes travel to attend seminars and conferences)	780,640
Middle East and North Africa	0	88	Program services	Business travel abroad (includes travel to attend seminars and conferences)	142,362
North America	0	110	Program services	Business travel abroad (includes travel to attend seminars and conferences)	122,868
Russia and the Newly Independent States	0	8	Program services	Business travel abroad (includes travel to attend seminars and conferences)	19,754
South America	0	44	Program services	Business travel abroad (includes travel to attend seminars and conferences)	44,628
South Asia	0	24	Program services	Business travel abroad (includes travel to attend seminars and conferences)	22,598
Sub-Saharan Africa	0	41	Program services	Business travel abroad (includes travel to attend seminars and conferences)	88,100
East Asia and the Pacific	0	0	Program services	International law program in South Korea	1,253,209
East Asia and the Pacific	0		Program services	International program for medical research in China	3,563
Europe	0	0	Program services	International law program in Spain	814,657
Middle East and North Africa	0		Program services	International law programs in Israel, Egypt and Morocco	945,276
North America	0		Program services	International program for medical research in Mexico	3,563
South America	0		Program services	International law program in Argentina and Brazil	12,604
Sub-Saharan Africa	0	0	Program services	International law program and study abroad in South Africa, additional study abroad in Botswana and Zambia	12,604
Sub-Saharan Africa	0	0	Program services	International medical research programs in Uganda and South Africa	7,126
Russia and the Newly Independent States			Program services	Study abroad in Russia	33,900
Europe			Program services	Travel tours to various countries	9,487
Middle East and North Africa			Program services	Travel tours to various	1,190
South America			Program services	Travel tours to various countries	1,476
Middle East and North Africa			Program services	Study abroad in Morrocco	16,988
			ı	1	

Form 990 Schedule F Part II - Grants and Other Assistance to Organizations or Entities Outside The United States (b) IRS code (ı) Method of (g) A mount of non-(h) Description of (a) Name of (e) A mount of (f) Manner of section valuation (c) Region (d) Purpose of grant cash non-cash and EIN(ıf cash grant cash disbursement (book, FMV, organization assistance assistance applicable) appraisal, other) 85,884 ACH direct deposit or East Asia and the Grant subaward from Check Pacific sponsored research funds East Asia and the Grant subaward from 543,308 ACH direct deposit or sponsored research Pacific Check funds Grant subaward from 297,710 ACH direct deposit or Europe sponsored research Check funds Europe Grant subaward from 70,875 ACH direct deposit or Check sponsored research

funds

Software ID: Software Version:

EIN: 36-2167817

Name: Northwestern University

Form 990 Schedule G - Licensed States

Licensed States

Software ID: Software Version:

EIN: 36-2167817

Name: Northwestern University

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

r orini bbo/benedale 1/ r d	,		te to covernment		cc		ı
(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) A mount of cash grant	(e) A mount of non- cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Project Kindle825 Chicago Ave Ste 6C Evanston, IL 60202	47-0814125	501(c)(3)	585,566				Charitable fundraising conducted by student organization
Evanston Community Foundation Inc1007 Church St Ste 108 Evanston,IL 60201	36-3466802	501(c)(3)	65,063				Charitable fundraising conducted by student organization
The Enterprising Kitchen426 N Ravenwood Ave Chicago, IL 60640	36-4040043	501(c)(3)	11,000				Charitable fundraising conducted by student organization
Childrens Oncology Services Inc213 W Institute Place Ste 209 Chicago, IL 60610	36-4263831	501(c)(3)	11,000				Charitable fundraising conducted by student organization
Minds Matter of Chicago Inc 1414 Hinman Ave 1C Evanston, IL 60201	20-4855745	501(c)(3)	11,000				Charitable fundraising conducted by student organization
Habitat for Humanity Lake County IL Inc315 N Martin Luther King Jr Ave Waukegan, IL 60085	36-3659288	501(c)(3)	9,000				Charitable fundraising conducted by student organization
Chicago Academy of Sciences2430 N Cannon Dr Chicago, IL 60614	36-0895575	501(c)(3)	35,000				Support of charitable community organizations
Chicago Botanic Garden (Chicago Horticultural Society)1000 Lake Cook Rd Glencoe,IL 60022	36-2225482	501(c)(3)	245,000				Support of charitable community organizations
Lyric Opera of Chicago20 North Wacker Drive Ste 860 Chicago, IL 60606	36-6008929	501(c)(3)	7,500				Support of charitable community organizations
The Art Institute of Chicago 111 S Michigan Ave Chicago, IL 60603	36-2167725	501(c)(3)	11,000				Support of charitable community organizations

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States (a) Name and address of **(b)** EIN (c) IRC Code (d) A mount of cash (e) A mount of non-(f) Method of (a) Description of (h) Purpose of grant organization section grant cash valuation (book, non-cash assistance orassistance ıf applıcable FMV, appraisal, or government assistance other) 36-6002273 Ravinia Festival418 501(c)(3) 6,000 Support of charitable Sheridan Road community Highland Park, IL 60035 organizations 36-0200478 501(c)(3) 15,000 Support of charitable United Way of Metropolitan Chicago 560 community W Lake St organizations Chicago, IL 60661 Orchestral Association of 38-2167823 20,000 Support of charitable 501(c)(3) the Chicago Symphony community 220 S Michigan Ave organizations Chicago, IL 60604 501(c)(3) Health for Humanity415 36-3820640 10,000 Support of charitable Linden Ave Ste B community Wilmette, IL 60091 organizations Field Museum1400 S 36-2167011 10,000 Support of charitable 501(c)(3) Lake Shore Drive community Chicago, IL 60605 organizations Access Community 36-3317058 501(c)(3) 158,454 Support of research Health Network222 N activities Canal St Chicago, IL 60606 Adler Planetarium & 36-6210902 39,623 Support of research 501(c)(3) Astronomy Museum1300 activities S Lake Shore Dr Chicago, IL 60605 501(c)(3) Advocate Hope Childrens 36-2169147 79.486 Support of research Hospital4440 W 95th St activities Oak Lawn, IL 60453 Advocate Lutheran 36-2169147 79,486 Support of research 501(c)(3) General Hospital 1775 W activities Dempster St Park Ridge, IL 60068 AIDS Arms Inc219 75-2306145 501(c)(3) 39,246 Support of research Sunset Ave activities Dallas, TX 75208

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States (a) Name and address of **(b)** EIN (c) IRC Code (d) A mount of cash (e) A mount of non-(f) Method of (g) Description of (h) Purpose of grant organization section grant cash valuation (book, non-cash assistance or assistance ıf applıcable FMV, appraisal, or government assistance other) 06-1700532 AIS Consulting LLC4343 39,307 Support of research Concourse Dr activities Ann Arbor, MI 48108 Alabama A&M University 63-6001097 38.251 Support of research 4900 Meridian St activities Normal, AL 35762 53-0196568 501(c)(3) American Association for 38,975 Support of research the Advancement of activities Science1200 New York Ave NW Washington, DC 20005 23-7040934 501(c)(3) 39,233 American Cancer Society Support of research Illinois Division Inc225 N activities Michigan Ste 1200 Chicago, IL 60601 25-0965219 501(c)(3) 39,643 Support of research American Institutes for Research1000 Thomas activities Jefferson St NW Washington, DC 20007 501(c)(3) Battelle Memorial 31-4379427 39,323 Support of research Institute 505 King Ave activities Columbus, OH 43201 Boston College140 04-2103545 39,689 Support of research Commonwealth Ave activities Chestnut Hill, MA 02467 39.344 Brigham and Women's 04-2312909 501(c)(3) Support of research Hospital75 Francis St activities Boston, MA 02115 53-0196577 501(c)(3) 39,429 Support of research Brookings Institution 1775 Massachusetts Ave activities NW Washington, DC 20036 158,600 Campbell-Kıbler 04-3297519 Support of research Associates Inc80 activities Lakeside Dr

Groton, MA 01450

Form 990,Schedule I,	, Part II, Gra	nts and Other A	ssistance to Gov	ernments and Or	rganizations in '	the United States	,
(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable		(e) A mount of non- cash assistance		(g) Description of non-cash assistance	(h) Purpose of grant
Cardiology PC801 Princeton Ave SW Birmingham, AL 35211	63-0710054		39,307				Support of research activities
Carleton CollegeOne North College St Northfield, MN 55057	41-0694747	501(c)(3)	39,107				Support of research activities
Case Western Reserve University10900 Euclid Ave Cleveland,OH 44106	34-1018992	501(c)(3)	39,575				Support of research activities
Chicago State University 9501 South King Drive Chicago,IL 60628	36-2580815		39,346				Support of research activities
Children's Memorial Hospital2300 N Lincoln Ave Chicago, IL 60614	36-2170833	501(c)(3)	1,418,509				Support of research activities
Christopher Newport University1 University Pl Newport News, VA 23606	54-0701501		39,485				Support of research activities
Cutting Corporation4940 Hampden Ln Bethesda, MD 20814	52-0944767		37,859				Support of research activities
Dartmouth College420 Lexington Ave New York, NY 10170	02-0222111		39,939				Support of research activities
DoubleBit Software177 Begam Rokeya Sarani Shenpara, Mirpir BG	60-1903130		37,859				Support of research activities
Duke UniversityChapel Dr Durham, NC 27705	56-0532129	501(c)(3)	37,883				Support of research activities

Form 990,Schedule I, I	Part II, Gran	ts and Other As	ssistance to Gov	ernments and O	rganizations in	the United States	,
(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) A mount of cash grant	h (e) A mount of non- cash assistance	(f) Method of valuation (book, FMV, appraisal, other)		` ' '
Emory University201 Dowman Dr Atlanta, GA 30322	58-0566256	501(c)(3)	78,846				Support of research activities
Family Care Health Centers401 Holly Hills Ave St Louis, MO 63111	23-7076112		39,381				Support of research activities
Fisk University1000 17th Ave N Nashville,TN 37208	62-0202000	501(c)(3)	38,251				Support of research activities
Florida State University 600 W College Ave Tallahassee, FL 32306	59-1961248		40,029				Support of research activities
GeoEngineers Inc600 Stewart St Ste 1700 Seattle, WA 98101	91-6237984		39,609				Support of research activities
Guardians of Honor LLC 4957 Wealding Way Oxon Hill, MD 20745	56-2406821		38,251				Support of research activities
Hampton University100 E Queen St Hampton,VA 23668	54-0505990	501(c)(3)	38,251				Support of research activities
Harvard University Massachusetts Hall Cambridge, MA 02138	04-2103580	501(c)(3)	80,086				Support of research activities
Health Research and Educational Trust155 N Wacker Ste 400 Chicago, IL 60606	36-2203931	501(c)(3)	77,648				Support of research activities
Health Research Incorporated Roswell Park Cancer Institute Division Elm Carlton Sts Buffalo, NY 14263	14-1402155		77,961				Support of research activities

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States (a) Name and address of **(b)** EIN (c) IRC Code (d) A mount of cash (e) A mount of non-(f) Method of (a) Description of (h) Purpose of grant organization section grant cash valuation (book, non-cash assistance or assistance FMV, appraisal, or government ıf applıcable assistance other) 36-2244897 Hektoen Institute for 158,758 Support of research Medical Research2240 W activities Ogden Ave Chicago, IL 60612 38,975 Horizon Research Inc326 56-1550276 Support of research Cloister Ct activities Chapel Hill, NC 27514 Illinois Institute of 36-2170136 501(c)(3) 39,475 Support of research Technology3300 S activities Federal St Chicago, IL 60616 79,328 Indiana University 107 S 35-6001673 Support of research Indiana Ave activities Bloomington, IN 47405 21-0634988 501(c)(3) Institute for Advanced 39.631 Support of research StudyEinstein Drive activities Princeton, NJ 08540 Johns Hopkins University 52-0595110 501(c)(3) 118,795 Support of research 1101 E 33rd St activities Baltimore, MD 21218 94-1105628 Kaiser Foundation 39,304 Support of research Research InstitutePO activities Box 378066 Denver, CO 80237 Los Alamos National 20-3104541 38,257 Support of research Security LLCPO Box activities 1663 Los Alamos, NM 87545 72-6087770 Louisiana State 40,108 Support of research University3848 W activities Lakeshore Dr Baton Rouge, LA 70808 39,568 72-6087770 Support of research Louisiana State University Health activities Sciences Center433 Bolivar St New Orleans, LA 70112

Form 990,Schedule I,	Part II, Gran	nts and Other As	ssistance to Gove	ernments and Or	ganizations in t	he United States	
(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) A mount of cash grant	(e) A mount of non- cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Loyola University Chicago 1032 W Sheridan Rd Chicago, IL 60660	36-1408475	501(c)(3)	194,560				Support of research activities
Massachusetts General Hospital55 Fruit St Boston, MA 02114	04-1564655	501(c)(3)	79,025				Support of research activities
Massachusetts Institute of Technology77 Massachusetts Ave Cambridge, MA 02142	04-2103594	501(c)(3)	39,692				Support of research activities
Mayo Clinic Rochester 200 First St SW Rochester, MN 55905	41-6011702	501(c)(3)	118,219				Support of research activities
Medical College of Wisconsin8701 Watertown Plank Rd Milwaukee, WI 53226	39-0806261	501(c)(3)	116,514				Support of research activities
Memorial Hospital of Rhode Island111 Brewster St Pawtucket, RI 02680	05-0259004	501(c)(3)	39,699				Support of research activities
Michigan State University 113 Angell Bldg East Lansing, MI 48824	38-6005984		78,541				Support of research activities
Minneapolis Heart Institute Foundation920 E 28th St Ste 100 Minneapolis, MN 55407	41-1426406	501(c)(3)	39,307				Support of research activities
Morehouse College830 Westview Dr SW Atlanta, GA 30314	58-0566205	501(c)(3)	38,251				Support of research activities
Mount Sinai HospitalOne Gustave L Levy Pl New York, NY 10029	13-1624096	501(c)(3)	79,486				Support of research activities

Form 990,Schedule I,	Part II, Gran	nts and Other A	ssistance to Gov	ernments and Or	ganizations in	the United States	
(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) A mount of cash grant	(e) A mount of non- cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
National Association of Children's Hospitals and Related Institutions401 Wythe St Alexandria,VA 22314	51-0120256	501(c)(3)	39,323				Support of research activities
National Geographic Society1145 17th St NW Washington, DC 20036	53-0193519	501(c)(3)	38,947				Support of research activities
neubottlecom134 Crichton Ln Palatine,IL 60067	20-2861821		37,859				Support of research activities
NorthShore University HealthSystem Research Institute2650 Ridge Ave Evanston,IL 60201	36-4191793	501(c)(3)	1,535,053				Support of research activities
Northwestern Medical Faculty Foundation Inc 680 N Lake Shore Dr Chicago,IL 60611	36-3097297	501(c)(3)	356,229				Support of research activities
Northwestern Memorial Hospital251 E Huron St Chicago, IL 60611	37-0960170	501(c)(3)	158,102				Support of research activities
NOVA Scripts Central Inc6400 Arlington Blvd Falls Church, VA 22042	65-1275162		39,568				Support of research activities
Ohio State University154 W 12th Ave Columbus,OH 43210	31-6025986		39,699				Support of research activities
Ohio UniversityCutler Hall 108 Athens,OH 45701	31-6025986		39,665				Support of research activities
Oregon Health & Science University3181 Southwest Sam Jackson Park Rd Portland,OR 97239	93-1176109		39,343				Support of research activities

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States (a) Name and address of **(b)** EIN (c) IRC Code (d) A mount of cash (e) A mount of non-(f) Method of (g) Description of (h) Purpose of grant non-cash assistance organization section grant cash valuation (book, or assistance ıf applıcable FMV, appraisal, or government assistance other) 26-2158716 Oxonica Inc325 E 39,573 Support of research Middlefield Rd activities Mountain View, CA 94043 79,513 Patient Safety 26-1107459 Support of research Organization One Inc activities 4950 W Dickman Rd Battle Creek, MI 49037 119,501 Pennsylvania State 24-6000376 Support of research University308 Old Main activities University Park, PA 16802 Princeton UniversityOffice 21-0634501 501(c)(3) 39,175 Support of research of Administration activities Princeton, NJ 08544 Purdue UniversityOffice of 35-6002041 77,243 Support of research A dministration activities West Lafayette, IN 47906 501(c)(3) Rehabilitation Institute 36-3728711 554,366 Support of research Research Corporation345 activities E Superior St Chicago, IL 60611 Rensselaer Polytechnic 14-1340095 501(c)(3) 39,084 Support of research Institute110 8th St activities Troy, NY 12180 Rice University6100 Main 74-1109620 39,631 Support of research St activities Houston, TX 77005 Support of research Rush University Medical 36-2174823 501(c)(3) 275,471 Center1653 W Congress activities Parkway Chicago, IL 60612 Rutgers University57 US 22-6001086 39,317 Support of research activities Highway 1 New Brunswick, NJ

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(a) Name and address of	(b) EIN	(c) IRC Code	(d) A mount of cash	(e) A mount of non-	(f) Method of	(g) Description of	(h) Purpose of grant
organization or government	(b) EIN	section if applicable	grant	cash assistance	valuation (book, FMV, appraisal, other)	non-cash assistance	1
Saint Francis Hospital and Medical Center114 Woodland St Hartford, CT 06105	47-0376601	501(c)(3)	39,339				Support of research activities
Saint Louis UniversityOne Grand Blvd St Louis, MO 63103	43-0654872	501(c)(3)	39,716				Support of research activities
Santa Fe Institute1399 Hyde Park Rd Santa Fe,NM 87501	85-0325494	501(c)(3)	39,114				Support of research activities
Seattle University901 12th Ave Seattle, WA 98122	91-0565006	501(c)(3)	37,500				Support of research activities
SemanticBits LLC13921 Park Center Rd Ste 420 Herndon, VA 20171	20-0446789		39,513				Support of research activities
St Jude Children's Research Hospital4619 N Ravenswood Ave Chicago,IL 60640	62-0646012	501(c)(3)	40,080				Support of research activities
Stanford University295 Galvez St Stanford, CA 94305	94-1156365		236,322				Support of research activities
Teachers College525 W 120th St New York, NY 10027	13-1624202	501(c)(3)	39,415				Support of research activities
Tech-Synergy Inc6789 Quail Hill Parkway Irvine,CA 92603	95-4857456		39,717				Support of research activities
TERC Inc2067 Massachusetts Ave Cambridge, MA 02140	04-6134355		38,616				Support of research activities

Form 990,Schedule I,	Part II, Gran	its and Other As	sistance to Gove	rnments and Or	ganizations in	the United States	
(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) A mount of cash grant	(e) A mount of non- cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
The Infant-Parent Institute2808 E Concord Rd Urbana, IL 61802	37-1233263		39,630				Support of research activities
The Learning Partnership 4211 Yonge St Toronto CA	84-1681934		39,279				Support of research activities
The Northeast Missouri Health Council Inc314 E McPherson St Kirksville, MO 63501	43-1606173	501(c)(3)	39,381				Support of research activities
The Research Institute at Nationwide Children's Hospital700 Childrens Dr Columbus,OH 43205	31-6056230	501(c)(3)	40,053				Support of research activities
The University of Texas Health Science Center at San Antonio4502 Medical Dr San Antonio, TX 78229	74-1717115		77,787				Support of research activities
Thomas Jefferson University1020 Walnut St Philadelphia, PA 19107	23-1352651	501(c)(3)	39,513				Support of research activities
Tız Media Foundation222 Marcy Lane Evanston,IL 60201	36-4486596	501(c)(3)	39,506				Support of research activities
UChicago Argonne LLC Argonne National Laboratory9500 Cass Ave Argonne,IL 60439	68-0628477		117,093				Support of research activities
United BioSource Corporation7501 Wisconsin Ave Ste 705 Bethesda, MD 20814	54-1759539		39,972				Support of research activities
University of Alabama at Birmingham1530 3rd Ave South Birmingham, AL 35294	63-6005396		117,904				Support of research activities

Form 990,Schedule I,	Part II, Gran	its and Other As	sistance to Gove	rnments and Or	ganizations in t	he United States	
(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) A mount of cash grant	(e) A mount of non- cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
University of Arizona617 N Santa Rita Ave Tucson, AZ 85721	74-2652689		40,084				Support of research activities
University of California Office of the President 1111 Franklin St Oakland, CA 94607	94-6002123		39,765				Support of research activities
University of California DavisOne Shields Ave Davis, CA 95616	94-6036494		78,406				Support of research activities
University of California IrvineOffice of Administration Irvine,CA 92697	95-2226406		195,973				Support of research activities
University of California Los AngelesHillgard Ave Los Angeles, CA 90095	95-6006143		119,150				Support of research activities
University of California San Diego9500 Gilman Dr La Jolla, CA 92093	95-6006144		156,753				Support of research activities
University of California San Francisco505 Parnassus Ave San Francisco, CA 94143	56-6001393		39,699				Support of research activities
University of California Santa Cruz1156 High St Santa Cruz, CA 95064	77-0289144		39,631				Support of research activities
University of Chicago 5801 S Ellis Ave Chicago, IL 60637	36-2177139	501(c)(3)	1,569,183				Support of research activities
University of Chicago Hospitals5841 S Maryland Ave Chicago, IL 60637	36-3488183	501(c)(3)	38,908				Support of research activities
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Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States							
(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) A mount of cash grant	(e) A mount of non- cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
University of Chicago National Opinion Research Center5801 S Ellis Ave Chicago,IL 60637	36-2177139	501(c)(3)	79,070				Support of research activities
University of Cincinnati 2600 Clifton Ave Cincinnati, OH 45221	31-6000989		39,296				Support of research activities
University of Colorado at Boulder914 Broadway St Boulder, CO 80302	84-1120238		39,173				Support of research activities
University of Delaware 210 S College Ave Newark, DE 19716	51-6000297		40,057				Support of research activities
University of Florida201 Criser Hall Gainesville, FL 32611	59-6002052		40,029				Support of research activities
University of Illinois at Chicago801 S Morgan St Chicago, IL 60607	37-6000511		1,098,985				Support of research activities
University of Illinois at Urbana-Champaign601 E John St Champaign,IL 61820	37-6000511		468,241				Support of research activities
University of Kentucky 100 Funkhouser Bldg Lexington, KY 40506	61-6001218		39,307				Support of research activities
University of Maryland 2108 Mitchell Bldg College Park, MD 20742	52-6002033		40,150				Support of research activities
University of Maryland Baltimore County2108 Mitchell Bldg College Park, MD 20742	52-6002033		39,699				Support of research activities

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States (a) Name and address of **(b)** EIN (c) IRC Code (d) A mount of cash (e) A mount of non-(f) Method of (g) Description of (h) Purpose of grant organization section grant cash valuation (book, non-cash assistance or assistance FMV, appraisal, or government ıfapplıcable assistance other) 04-3167352 University of 77.172 Support of research Massachusetts Lowell activities Office of Administration Amherst, MA 01003 38,586 University of 04-3167352 Support of research Massachusetts Medical activities SchoolOffice of A dministration Amherst, MA 01003 University of Medicine and 22-1775306 40,081 Support of research Dentistry of New Jersey activities 150 Bergen St Newark, NJ 07103 University of Michigan 515 38-6000134 431,547 Support of research E Jefferson activities Ann Arbor, MI 48109 University of Minnesota 41-6007513 157,480 Support of research 101 Pleasant St activities Minneapolis, MN 55455 University of Missouri-43-6003859 39,381 Support of research Columbia 105 Jesse Hall activities Columbia, MO 65211 76,826 University of Nebraska 47-0491233 Support of research Medical Center984230 activities Nebraska Medical Center Omaha, NE 68198 University of North 56-6001393 39,352 Support of research Carolina at Chapel Hill activities 9201 University City Blvd Charlotte, NC 28223 University of Pittsburgh 25-0965591 275,255 Support of research 4227 Fifth Ave activities Pittsburgh, PA 15260 501(c)(3) University of Rochester 16-0743209 39,782 Support of research Office of Administration activities Rochester, NY 14627

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States (a) Name and address of **(b)** EIN (c) IRC Code (d) A mount of cash (e) A mount of non-(f) Method of (g) Description of (h) Purpose of grant organization section grant cash valuation (book, non-cash assistance or assistance ıf applıcable FMV, appraisal, or government assistance other) 195,393 University of Southern 95-1642394 Support of research California1540 Alcazar St activities Los Angeles, CA 90089 University of Tennessee 62-6001636 78,610 Support of research Knoxville527 Andy Holt activities Tower Knoxville, TN 37996 University of Tennessee 62-6001636 79,322 Support of research MemphisHealth Science activities Center Memphis, TN 38163 74-6000203 118,371 Support of research University of Texas at Austin2100 San Jacinto activities Blvd Austin, TX 78712 University of Texas at El 74-6000813 38,251 Support of research Paso500 W University activities Ave El Paso, TX 79968 University of Texas at 74-1717115 118,983 Support of research San AntonioOne UTSA activities Circle San Antonio, TX 78249 University of Texas M D 76-0273984 39,282 Support of research Anderson Cancer Center activities 1515 Holcombe Blvd Houston, TX 77030 75-6002868 Support of research University of Texas 155,237 Southwestern Med Ctr at activities Dallas 5323 Harry Hines Blvd Dallas, TX 75390 University of Utah201 S 87-6000525 39,307 Support of research 1460 E activities Salt Lake City, UT 84112 54-6001796 78,049 Support of research University of Virginia1 College Park activities Wise, VA 24293

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States							
(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) A mount of cash grant	(e) A mount of non- cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
University of Washington 1410 NE Campus Parkway Seattle, WA 98195	91-6001537		157,909				Support of research activities
University of Wisconsin- Madison716 Langdon St Madison, WI 53706	39-1805963		157,310				Support of research activities
V anderbilt University Office of Administration Nashville, TN 37240	62-0476822	501(c)(3)	39,414				Support of research activities
Wake Forest University Health Sciences1834 Wake Forest Rd WinstonSalem, NC 27106	90-0222618	501(c)(3)	39,304				Support of research activities
Washington State UniversityPO Box 1495 Spokane, WA 99210	91-6001108		113,874				Support of research activities
Washington University in St LouisOne Brookings Dr St Louis, MO 63130	43-0653611	501(c)(3)	156,690				Support of research activities
Weizmann Institute of ScienceHerzl St 76100 Rehovet IS	98-0413360	501(c)(3)	38,975				Support of research activities
Westat Inc1600 Research Blvd Rockville, MD 20850	84-0529566		39,972				Support of research activities
Wright State University 3640 Colonel Glenn Hwy Dayton, OH 45435	31-0732831		38,975				Support of research activities
Yale University140 Prospect St New Haven, CT 06511	06-0646973	501(c)(3)	40,038				Support of research activities

Software ID: Software Version:

EIN: 36-2167817

Name: Northwestern University

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees								
(A) Name		•	of W-2 and/or 1099-MISC compensation		(C) Deferred	(D) Nontaxable	(E) Total of columns	(F) Compensation
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other compensation	compensation	benefits	(B)(ı)-(D)	reported in prior Form 990 or Form 990-EZ
Henry S Bienen	(I) (II)	825,000	100,000	184,774	23,000	128,411	1,261,185	80,948
Daniel I Linzer	(1)	422,300		26,343	23,000	22,496	494,139	
Eugene S Sunshine	(I) (II)	689,946		96,214	23,000	16,850	826,010	
William J Banis	(I) (II)	211,203		17,048	21,120	17,649	267,020	
Alan K Cubbage	(1)	214,421		21,115	21,442	6,660	263,638	
J Larry Jameson	(I) (II)			6,547 20,942	12,267 27,600	4,687 19,054	734,168 817,596	
Marilyn McCoy	(I) (II)			36,556	23,000	17,915	323,871	
Morteza A Rahımı	(1) (11)			20,564	23,000	15,770	639,814	
Sarah Risley Pearson	(I) (II)			45,351	23,000	26,209	431,739	
Joseph T Walsh Jr	(I) (II)			14,770	23,000	48,412	342,015	
William H McLean	(I) (II)		544,462	158,234	23,000	50,169	1,299,125	
Thomas G Cline	(1) (11)			36,406	23,000	16,596	459,555	
Ingrid S Stafford	(1) (11)			21,191	21,860	1,001	274,631	
Jeffrey C Miller	(1) (11)			36,409	23,000	13,653	544,028	
Ronald Nayler	(1) (11)			20,917	23,000	15,839	347,278	
James M Hurley	(1) (11)	252,954		11,914	23,000	8,232	296,100	
Pamela S Beemer	(1) (11)	228,155		49,749	22,815	4,757	305,476	
Patrick M McCarthy	(1) (11)			2,557 163,332	27,600	19,861	30,757 1,693,419	
Murad Alam	(I) (II)			30 15,539	27,600	14,310	3,030 1,372,099	
Simon S Yoo	(I) (II)			150 17,486	27,600	10,173	3,150 1,242,587	
Thomas A Mustoe	(I) (II)			7,774 6,086	27,600	19,861	160,103 1,082,568	
H Huntington Batjer	(1) (11)			7,282 25,417	27,600	19,861	110,615 1,108,311	
Estate of LB Dumas Jr	(1) (11)			34,418	23,000	14,140	481,961	
Bradley C Moore	(1) (11)	244,083		28,389	23,000	2,450	297,922	
Lewis Landsberg	(I) (II)	528,000 436,667		6,197 8,214	12,267 27,600	3,522 21,982		

Additional Data

Software ID: **Software Version:**

EIN: 36-2167817

Name: Northwestern University

Form 990, Schedule L, Part IV - Bu	siness Transaction	s Involving Intere	sted Persons
	(b) Relationship		
	hatwaan interacted	(c) A mount of	

(a) Name of Interested person	(b) Relationship between interested person and the	s involving intere	(d) Description of transaction	(e) Sharing of organization's revenues?	
	organization			Yes	No
Northern Trust	Nicholas D Chabraj,Trustee, was serving as a bank director	1,184,279	Bank and investment transaction fees, interest earned from bank		No
Northern Trust	William Osborn, Trustee, was serving as a bank director	1,184,279	Bank and investment transaction fees, interest earned from bank		No
TCV VI TCV VIIA	Jay C Hoag, Trustee, partner w/ ownership interest over 5%	2,786,005	Investment in two venture capital funds Technology Crossover Ventures VI and VIIA		No
Rndtable Hithcare Ptnrs	Lester B Knight, Trustee, was serving as a director	1,538,182	Investment in a private equity fund Roundtable Healthcare Partners		No
Nicor Gas	R Eden Martin, Trustee, was serving as a director	915,848	Utility services		No
TBravo Fd TCressey Fd	Lee M Mitchell, Trustee, partner w/ ownership interest over 5%	2,575,000	Investment in two funds Thoma Bravo Fund IX and Thoma Cressey Fund VIII		Νο
Leigh Bienen	Family member of Henry S Bienen, Officer	109,082	Employment		No
Charlotte Cubbage	Family member of Alan K Cubbage, Officer	68,241	Employment		Νο
Jennifer Linzer	Family member of Daniel I Linzer, Officer	37,180	Employment		Νο
Jennifer Cline	Family member of Thomas G Cline, Officer	15,381	Employment		No

Identifier	Return Reference	Explanation
Part VI, Line 16b	Joint venture arrangements	The University does not have a written policy regarding joint ventures in general. However, joint venture agreements are reviewed by the University's Office of General Counsel to evaluate whether the arrangement furthers the mission of the University and to ensure the safeguarding of University's assets. The University also has guidelines concerning joint ventures in its technology transfer and investments policies.

ldentifier	Return Reference	Explanation
Schedule G, Part I, line 3	State exemptions and registrations	The University filed a Verification of Exemption with the state of Minnesota University is automatically exempt from registration in the following states. Alabama, California, Florida, Georgia, Illinois, Kansas, New Jersey, New Mexico, North Carolina, North Dakota, Pennsylvania, Rhode Island, Tennessee, Texas, Utah, West Virginia, and Wisconsin. No registration is required in Idaho, Indiana, Iowa, Kentucky, Montana, Nebraska, Nevada, South Dakota, Vermont or Wyoming. The University is in the process of registering or applying for exemption from registration in the states not listed in Part I, line 3 and anticipates that the process will be complete during the next fiscal year.

Identifier	Return Reference	Explanation
Schedule L, Part III, Part IV	Interested persons	Schedule L, Part III Grant or assistance benefitting interested persons was given pursuant to objective criteria Schedule L, Part IV Amounts reflected with respect to the business transaction relating to Jay C. Hoag, Trustee, represent net capital contributions during the tax year. Amounts reflected with respect to the business transaction relating to Lester B. Knight, Trustee, represent expenses and private equity purchases less capital gains and income. Amounts reflected with respect to the business transaction relating to Lee M. Mitchell, Trustee, represent expenses and purchase of investment interests. Investment of University assets are governed by an Investment Policy and monitored by an Investment Committee of the Board of Trustees.

ldentifier	Return Reference	Explanation
Schedule J, Part I	Average hours per w eek devoted to related organizations	The following individuals listed in column A provided estimated average hours per wieek to related organizations as noted it is Larry Jameson, 30 hours Patrick M McCarthy, 40 hours Murad Alam, 40 hours Simon S Yoo, 40 hours Thomas A Mustoe, 30 hours H Huntington Batjer, 30 hours Lew is Landsberg, 30 hours

Identifier	Return Reference	Explanation
Schedule R, Part II	Identification of Related Tax-Exempt Organizations	Northw estern Medical Faculty Foundation is included as a "related organization" because under its current bylaws, its clinical department chairs comprise a majority of its directors. These individuals are also employed as chairs of the corresponding academic departments within the Feinberg School of Medicine of Northw estern University. However, the two organizations do not stand in the roles of parent and subsidiary. They are separate legal entities, and Northw estern Medical Faculty Foundation is not subject to control by Northw estern University or vice-versa.