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Form **990**  
 Department of the Treasury  
 Internal Revenue Service

**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)**

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

OMB No 1545-0047  
**2011**  
**Open to Public Inspection**

**A For the 2011 calendar year, or tax year beginning 01-01-2011 and ending 12-31-2011**

<b>B</b> Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<b>C</b> Name of organization MDRC  Doing Business As  Number and street (or P O box if mail is not delivered to street address) Room/suite 16 EAST 34TH STREET 19TH FLOOR  City or town, state or country, and ZIP + 4 NEW YORK, NY 100164326  <b>F</b> Name and address of principal officer GORDON BERLIN 16 EAST 34th STREET 19th fl NEW YORK, NY 100164326	<b>D</b> Employer identification number 23-7379473 <b>E</b> Telephone number (212) 532-3200 <b>G</b> Gross receipts \$ 56,125,677
<b>I</b> Tax-exempt status <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) (Insert no ) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		<b>H(a)</b> Is this a group return for affiliates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <b>H(b)</b> Are all affiliates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list (see instructions) <b>H(c)</b> Group exemption number ▶
<b>J</b> Website: ▶ www mdrc org		<b>L</b> Year of formation 1974 <b>M</b> State of legal domicile DE
<b>K</b> Form of organization <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		

**Part I Summary**

<b>Activities &amp; Governance</b>	<b>1</b> Briefly describe the organization's mission or most significant activities mdrc is dedicated to learning what works to improve the well-being of low income people through our research, we seek to enhance the effectiveness of social policies and programs that affect the poor  <b>2</b> Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets		
	<b>3</b> Number of voting members of the governing body (Part VI, line 1a) . . . . . <b>4</b> Number of independent voting members of the governing body (Part VI, line 1b) . . . . . <b>5</b> Total number of individuals employed in calendar year 2011 (Part V, line 2a) . . . . . <b>6</b> Total number of volunteers (estimate if necessary) . . . . . <b>7a</b> Total unrelated business revenue from Part VIII, column (C), line 12 . . . . . <b>7b</b> Net unrelated business taxable income from Form 990-T, line 34 . . . . .	<b>3</b> <b>4</b> <b>5</b> <b>6</b> <b>7a</b> <b>7b</b>	13 13 293 0 9,371 0
<b>Revenue</b>	<b>8</b> Contributions and grants (Part VIII, line 1h) . . . . . <b>9</b> Program service revenue (Part VIII, line 2g) . . . . . <b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d) . . . . . <b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) <b>12</b> Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) . . . . .	<b>Prior Year</b> 60,711,048 1,248,729 884,790 0 62,844,567	<b>Current Year</b> 50,271,251 1,420,532 814,624 0 52,506,407
<b>Expenses</b>	<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1–3) . . . . . <b>14</b> Benefits paid to or for members (Part IX, column (A), line 4) . . . . . <b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10) <b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e) . . . . . <b>b</b> Total fundraising expenses (Part IX, column (D), line 25) ▶27,530 <b>17</b> Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e) . . . . . <b>18</b> Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25) <b>19</b> Revenue less expenses Subtract line 18 from line 12 . . . . .	9,978,807 0 21,752,067 0 36,493,789 68,224,663 -5,380,096	2,971,018 0 25,101,398 0 27,623,072 55,695,488 -3,189,081
<b>Net Assets or Fund Balances</b>	<b>20</b> Total assets (Part X, line 16) . . . . . <b>21</b> Total liabilities (Part X, line 26) . . . . . <b>22</b> Net assets or fund balances Subtract line 21 from line 20 . . . . .	<b>Beginning of Current Year</b> 86,597,703 7,018,218 79,579,485	<b>End of Year</b> 85,982,863 8,295,903 77,686,960

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

<b>Sign Here</b>	***** Signature of officer	2012-11-05 Date	
	Jesus m amadeo senior vice president Type or print name and title		
<b>Paid Preparer's Use Only</b>	Preparer's signature  Firm's name (or yours if self-employed), address, and ZIP + 4 GRANT THORNTON LLP 666 THIRD AVENUE NEW YORK, NY 100174057	Date	Check if self-employed <input type="checkbox"/> Preparer's taxpayer identification number (see instructions) EIN ▶ Phone no ▶ (212) 599-0100

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

**Part III Statement of Program Service Accomplishments**

Check if Schedule O contains a response to any question in this Part III  Yes  No

**1** Briefly describe the organization's mission

Founded in 1974, MDRC is a nonprofit, nonpartisan social policy and education research organization that is driven by its mission MDRC is dedicated to learning what works to improve the well-being of low-income people Through our research and the active communication of our findings, we seek to enhance the effectiveness of social policies and programs that affect the poor With a staff of more than 280, MDRC carries out its mission by mounting large-scale evaluations of government and community programs targeted to low-income people, developing and field-testing promising new approaches, providing technical assistance, and working to ensure that our evidence informs the design and implementation of policies and programs We helped pioneer the use of random assignment - the same highly reliable methodology used to test new medicines - in social policy research Working in partnership with others, MDRC is building an important body of evidence about what works - and doesn't work - to a

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

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

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

If "Yes," describe these changes on Schedule O

**4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses Section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

<b>4a</b>	(Code ) (Expenses \$ 8,607,710 including grants of \$ ) (Revenue \$ 25,972 )
Low-Wage Workers and Communities Long regarded as the premier investigator of policies to improve the lives of families on welfare, MDRC is bringing its program development skills and reputation for methodological rigor to the challenge of learning how best to improve the economic health of low-income workers and communities In a focused portfolio of projects, we are investigating strategies to "make work pay" - providing financial supports that build a safety net around work while continuing to encourage employment - and initiatives to help low-income people find more stable jobs, advance in the labor market, and achieve long-term self-sufficiency Our studies are among the largest and most rigorous evaluations of such interventions in the country The concentration of poverty - and an associated lack of access to good jobs, affordable housing, quality goods and services, and economic and political resources - presents special challenges for improving the prospects of residents of low-income neighborhoods MDRC has evaluated a number of "place-based" projects that addressed urban poverty and joblessness Most notable of these was our Jobs-Plus initiative, one of the most ambitious employment programs ever attempted inside some of the nation's poorest inner-city housing projects Based on the positive findings from Jobs-Plus, we are helping to replicate the program in two cities in a Social Innovation Fund initiative with the Mayor's Fund to Advance New York City and the NYC Center for Economic Opportunity Selected highlights from 2011 - Released the final report from the UK Employment Retention and Advancement project, the largest random assignment evaluation conducted in Britain It tested a distinctive combination of post-employment advisory support and financial incentives was designed to help low-income individuals who entered work sustain employment and advance in the labor market - Published two practitioner briefs with lessons from the U S Employment Retention and Advancement Project on helping single parents advance in the labor market and on using earning supplements to encourage and sustain employment - Released in-depth qualitative findings on how families responded to education incentives in New York City's conditional cash transfer program, which MDRC helped design and is evaluating - Published a report on a program that combined skills training with stronger links to work supports, such as food stamps, child care subsidies, and tax credits One of those programs delivered its services to low-income workers in workplaces in collaboration with employers - Selected subgrantees for the Center for Economic Opportunity's Social Innovation Fund Initiative, which is testing five innovative programs first piloted in New York City in communities around the country - Hosted a forum with NYU's Wagner School and the Center on an Urban Future on financial incentives in public policy, which drew a crowd of 300 policymakers, practitioners, academics, and advocates	

<b>4b</b>	(Code ) (Expenses \$ 12,801,695 including grants of \$ 578,994 ) (Revenue \$ 876,267 )
Family Well-Being and Children's Development Children who grow up in poverty face much greater risks of academic failure, poor health, and emotional distress and, as adults, are more likely to be unemployed and poor MDRC's studies on children and families are providing a new generation of reliable evidence for policymakers about strategies that benefit the social, emotional, and cognitive development of low-income children - some by improving the life prospects of parents and others by working directly with children Our two-generation approaches hold the most promise, as developmental theory predicts that improving outcomes for both parents and children together has more powerful effects than focusing on either generation alone For two decades, MDRC has been a leader in an expanding field of research that examines how children are affected by welfare reform and other social policies that are primarily designed to affect the employment and income status of their parents We continue to collect data on children in our studies of programs focused on parents' access to financial work supports, educational attainment, and career advancement, and we are learning which particular approaches to improving families' economic well-being are more beneficial to children MDRC is studying several initiatives that seek to benefit children by building healthier family relationships For instance, MDRC is the lead evaluator of the federal government's \$1.5 billion investment in home visiting programs, which provide preventive services to families with young children to prevent child maltreatment, improve maternal and child health outcomes, and increase school readiness In the Supporting Healthy Marriage project, we are testing relationship education programs for low-income married couples Our child care and early education studies aim to deepen policymakers' understanding of the effects of early care environments, including Head Start, both as a support for employment and as a context that directly affects children's development A current focus of our early education work has been on developing and testing programs that bolster the emotional and behavioral development of preschoolers Finally, MDRC is the lead in the Behavioral Interventions to Advance Self-Sufficiency (BIAS) project, an unprecedented opportunity to apply and test insights about the science of decision-making in the context social assistance programs areas and populations supported by the Administration for Children and Families (ACF) in the U S Department of Health and Human Services Selected highlights in 2011 - Implemented the Head Start CARES Project, which is examining the effects and implementation of a set of evidence-based strategies to improve the social and emotional development of children in more than 100 Head Start centers across the country - Published a practitioners' toolkit with lessons from the Supporting Healthy Marriage Demonstration, which is testing relationship and marriage skills programs for low-income married couples - Released final results from an evaluation of a telephonic care management program Medicaid recipients with depression - Released implementation and early impact findings from a random assignment evaluation of two Early Head Start programs that were enhanced with formalized services to proactively address parents' employment, educational, and self-sufficiency needs - Was awarded the Mother and Infant Home Visiting Program Evaluation (MIHOPE) from the U S Department of Health and Human Services Home visiting programs provide preventive services to families with young children to prevent child maltreatment, improve maternal and child health outcomes, and increase school readiness - Conducted a series of technical assistance webinars on evaluation for federal home visiting grantees - Launched the Behavioral Interventions to Advance Self-Sufficiency (BIAS) Project, the first major opportunity to apply a behavioral research lens to programs that serve poor families in the United States - programs like cash assistance, child care, child support, and child welfare	

<b>4c</b>	(Code ) (Expenses \$ 9,540,206 including grants of \$ 577,250 ) (Revenue \$ 476,356 )
Health and Barriers to Employment MDRC was originally established to study programs for the "hard-to-employ," Americans who face serious obstacles to finding and keeping steady work Our very first project, the National Supported Work Demonstration, tested the impact of paid work experience for long-term welfare recipients, ex-offenders, high school dropouts, and substance abusers, and it is still regarded as one of the most comprehensive sources of evidence on employment programs targeted to these groups Today we are testing tailored interventions for specific hard-to-employ groups - people with work-limiting disabilities, those with physical, mental health, or substance abuse problems, long-term welfare recipients, and recipients who have failed in "work-first" programs MDRC has built a portfolio of projects testing innovative strategies to enhance health care services and health outcomes for low-income people, with a particular focus on services for individuals with health- and disability-related barriers to employment At the same time, we are testing programs for ex-prisoners and low-income people who are dependent on federal disability assistance In addition, MDRC has a growing portfolio of projects focused on disconnected youth, which includes the Youth Transition Demonstration and evaluations of YouthBuild, the National Guard Youth Challenge program, and Youth Villages The findings of our new studies as they emerge will dramatically expand the body of knowledge about how to address particular barriers to employment - and how to implement effective programs in the different public assistance, enforcement, and service delivery systems that interact with the hard-to-employ population Selected highlights from 2011 - Released final results from MDRC's evaluation of National Guard Youth Challenge, an intensive, "quasi-military" residential program for high school dropouts The positive findings from this study have played a part in greater federal and philanthropic investment in the Challenge program - Published final results from the Accelerated Benefits Demonstration, which tested (in one of the only random assignment evaluations of health care insurance ever conducted) the effects of earlier access to health care coverage and related services for new Social Security Disability Insurance (SSDI) beneficiaries - Published the final report from an evaluation of a telephonic care management program for Medicaid recipients with depression - Released the final report from a long-term evaluation of a transitional jobs program for welfare recipients in Philadelphia and launched two large-scale federal evaluations of enhanced transitional jobs programs - Published a report that reviews the experience of the largest subsidized employment initiative in the country since the 1970s In 2009-2010, states placed more than 250,000 people in subsidized jobs using the Temporary Assistance for Needy Families (TANF) Emergency Fund established by the American Recovery and Reinvestment Act - MDRC President Gordon Berlin delivered an address, "The Labor Market After the Great Recession Implications for Income Support Policy," at the principal federal welfare research conference MDRC later published the speech - Published interim site reports from The Youth Transition Demonstration, which is developing and evaluating strategies to help youth with disabilities transition from school to work - Launched an evaluation of the Youth Villages Transitional Living Program in Tennessee - Selected subgrantees for the Edna McConnell Clark Foundation's Social Innovation Fund Initiative, which is replicating promising programs for disconnected youth in communities around the country - Launched a pilot program to help returning veterans with disabilities, including post-traumatic stress disorder, to improve their employment outcomes - Continued work on the TANF/SSI Disability Transition Project, which seeks to better understand the relationship between the Temporary Assistance for Needy Families and Supplemental Security Income systems as it relates to welfare applicants and recipients with potential disabilities and to work closely with participating TANF agencies to develop and implement strong pilot tests targeted to that population	

(Code ) (Expenses \$ 7,258,582 including grants of \$ 1,608,594 ) (Revenue \$ )
YOUTH AND POSTSECONDARY EDUCATION

(Code ) (Expenses \$ 6,828,811 including grants of \$ 206,180 ) (Revenue \$ 41,937 )
K-12 EDUCATION

(Code ) (Expenses \$ 2,466,185 including grants of \$ ) (Revenue \$ )
INFORMATION DISSEMINATION, PROGRAM DEVELOPMENT

<b>4d</b> Other program services (Describe in Schedule O )	(Expenses \$ 16,553,578 including grants of \$ 1,814,774 ) (Revenue \$ 41,937 )
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<b>4e Total program service expenses</b>	\$ 47,503,189
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**Part IV Checklist of Required Schedules**

	Yes	No
<b>1</b> Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A.</i> <input checked="" type="checkbox"/>	Yes	
<b>2</b> Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> (see instructions)? <input checked="" type="checkbox"/>	Yes	
<b>3</b> Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I.</i>		No
<b>4</b> <b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II.</i>		No
<b>5</b> Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III.</i>		No
<b>6</b> Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I.</i> <input checked="" type="checkbox"/>		No
<b>7</b> Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas or historic structures? <i>If "Yes," complete Schedule D, Part II.</i> <input checked="" type="checkbox"/>		No
<b>8</b> Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III.</i> <input checked="" type="checkbox"/>		No
<b>9</b> 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? <i>If "Yes," complete Schedule D, Part IV.</i> <input checked="" type="checkbox"/>		No
<b>10</b> Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V.</i> <input checked="" type="checkbox"/>	Yes	
<b>11</b> If the organization's answer to any of the following questions is 'Yes,' then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable		
<b>a</b> Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI.</i> <input checked="" type="checkbox"/>	Yes	
<b>b</b> Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII.</i> <input checked="" type="checkbox"/>	Yes	
<b>c</b> Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII.</i> <input checked="" type="checkbox"/>		No
<b>d</b> Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX.</i> <input checked="" type="checkbox"/>		No
<b>e</b> Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X.</i> <input checked="" type="checkbox"/>	Yes	
<b>f</b> Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X.</i> <input checked="" type="checkbox"/>	Yes	
<b>12a</b> Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI, XII, and XIII.</i> <input checked="" type="checkbox"/>	Yes	
<b>b</b> Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered 'No' to line 12a, then completing Schedule D, Parts XI, XII, and XIII is optional.</i> <input checked="" type="checkbox"/>		No
<b>13</b> Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E.</i>		No
<b>14a</b> Did the organization maintain an office, employees, or agents outside of the United States?		No
<b>b</b> Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Part I.</i>		No
<b>15</b> 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 U S? <i>If "Yes," complete Schedule F, Part II and IV.</i>		No
<b>16</b> 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 U S? <i>If "Yes," complete Schedule F, Part III and IV.</i>		No
<b>17</b> Did the organization report a total of more than \$15,000, of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I.</i>		No
<b>18</b> Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II.</i>		No
<b>19</b> Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III.</i>		No
<b>20a</b> Did the organization operate one or more hospitals? <i>If "Yes," complete Schedule H.</i>		No
<b>b</b> If "Yes" to line 20a, did the organization attach its audited financial statement to this return? <b>Note.</b> All Form 990 filers that operated one or more hospitals must attach audited financial statements.		

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

<b>21</b>	Did the organization report more than \$5,000 of grants and other assistance to governments and organizations in the United States on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i> . . . . .	<b>21</b>	Yes	
<b>22</b>	Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> . . . . .	<b>22</b>		No
<b>23</b>	Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i> . . . . .	<b>23</b>	Yes	
<b>24a</b>	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? <i>If "Yes," answer questions 24b-24d and complete Schedule K. If "No," go to line 25</i> . . . . .	<b>24a</b>		No
<b>b</b>	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? . . . . .	<b>24b</b>		
<b>c</b>	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? . . . . .	<b>24c</b>		
<b>d</b>	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? . . . . .	<b>24d</b>		
<b>25a</b>	<b>Section 501(c)(3) and 501(c)(4) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> . . . . .	<b>25a</b>		No
<b>b</b>	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> . . . . .	<b>25b</b>		No
<b>26</b>	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? <i>If "Yes," complete Schedule L, Part II</i> . . . . .	<b>26</b>		No
<b>27</b>	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor, or a grant selection committee member, or to a person related to such an individual? <i>If "Yes," complete Schedule L, Part III</i> . . . . .	<b>27</b>		No
<b>28</b>	Was the organization a party to a business transaction with one of the following parties? (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)			
<b>a</b>	A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .	<b>28a</b>		No
<b>b</b>	A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .	<b>28b</b>		No
<b>c</b>	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or owner? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .	<b>28c</b>		No
<b>29</b>	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	<b>29</b>		No
<b>30</b>	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> . . . . .	<b>30</b>		No
<b>31</b>	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> . . . . .	<b>31</b>		No
<b>32</b>	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> . . . . .	<b>32</b>		No
<b>33</b>	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> . . . . .	<b>33</b>		No
<b>34</b>	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1</i> . . . . .	<b>34</b>		No
<b>35a</b>	Is any related organization a controlled entity of the filing organization within the meaning of section 512(b)(13)?	<b>35a</b>		No
<b>b</b>	Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> . . . . .	<b>35b</b>		No
<b>36</b>	<b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> . . . . .	<b>36</b>		No
<b>37</b>	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	<b>37</b>		No
<b>38</b>	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O . . . . .	<b>38</b>	Yes	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response to any question in this Part V

Table with columns for question number, question text, and Yes/No columns. Includes rows for 1a-1b, 2a-2b, 3a-3b, 4a-4b, 5a-5c, 6a-6b, 7a-7h, 8, 9a-9b, 10a-10b, 11a-11b, 12a-12b, 13a-13c, and 14a-14b.

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response to any question in this Part VI . . . . .

Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a Enter the number of voting members of the governing body at the end of the tax year (13); 1b Enter the number of voting members included in line 1a, above, who are independent (13); 2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? (No); 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? (No); 4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? (No); 5 Did the organization become aware during the year of a significant diversion of the organization's assets? (No); 6 Did the organization have members or stockholders? (No); 7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? (No); 7b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? (No); 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: 8a The governing body? (Yes); 8b Each committee with authority to act on behalf of the governing body? (Yes); 9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O (No).

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

Table with 3 columns: Question, Yes, No. Rows include: 10a Did the organization have local chapters, branches, or affiliates? (No); 10b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?; 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? (Yes); 11b Describe in Schedule O the process, if any, used by the organization to review the Form 990; 12a Did the organization have a written conflict of interest policy? If "No," go to line 13 (Yes); 12b Were officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts? (Yes); 12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done (Yes); 13 Did the organization have a written whistleblower policy? (Yes); 14 Did the organization have a written document retention and destruction policy? (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? 15a The organization's CEO, Executive Director, or top management official (Yes); 15b Other officers or key employees of the organization (Yes); If "Yes," to line 15a or 15b, describe the process in Schedule O (see instructions); 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? (No); 16b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?

Section C. Disclosure

Table with 2 columns: Question, Answer. Rows include: 17 List the States with which a copy of this Form 990 is required to be filed CA, NY; 18 Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made 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 made 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: LORRAINE KARLEN CONTROLLER, 16 EAST 34TH ST, NEW YORK, NY 100164326, (212) 532-3200.

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

Check if Schedule O contains a response to any question in this Part VII

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

**1a** Complete this table for all persons required to be listed Report compensation for the calendar year ending with or within the organization's tax year

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation, and **current** key employees Enter -0- in columns (D), (E), and (F) if no compensation was paid
- List all of the organization's **current** key employees, if any See instructions for definition of "key employee "
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations
- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations

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

Check this box if neither the organization nor any related organizations compensated any current or former officer, director, or trustee

(A) Name and Title	(B) Average hours per week (describe hours for related organizations in Schedule O)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(1) Isabel Sawhill Director	1 0	X						3,500	0	0
(2) Richard J Mumane Director	1 0	X						3,000	0	0
(3) Mary Jo Bane Vice Chairman	1 0	X						4,500	0	0
(4) Ron Haskins Director	1 0	X						3,500	0	0
(5) James H Johnson Jr Director	1 0	X						2,500	0	0
(6) Jan Nicholson Director	1 0	X						4,500	0	0
(7) Charles M Payne Director (through June 2011)	1 0	X						1,500	0	0
(8) Rudolph G Penner Treasurer	1 0	X						5,000	0	0
(9) John S Reed Director	1 0	X						0	0	0
(10) Michael Roster Director	1 0	X						0	0	0
(11) Robert Solow Chairman	1 0	X						7,500	0	0
(12) Lawrence Katz Director	1 0	X						3,500	0	0
(13) Bridget Terry Long Director	1 0	X						2,500	0	0
(14) Christina Paxson Director (through Dec 2011)	1 0	X						3,000	0	0
(15) Cecilia Rouse Director	1 0	X						2,000		
(16) Gordon Berlin President	35 0			X				389,646	0	52,133
(17) Jesus M Amadeo Sr Vice President	35 0			X				275,248	0	47,861

**Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** (continued)

(A) Name and Title	(B) Average hours per week (describe hours for related organizations in Schedule O)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
(18) Robert J Ivry Sr Vice President	35 0			X				278,242	0	49,081
(19) Barbara Goldman Vice President	35 0			X				186,823	0	24,621
(20) Frederick Doolittle Vice President	35 0			X				225,473	0	45,482
(21) Sharon L Rowser Vice President	35 0			X				171,593	0	38,207
(22) Louise A London Board Secretary	35 0			X				75,798	0	13,529
(23) Thomas Brock director	35 0					X		180,811	0	24,014
(24) James A Riccio director	35 0					X		175,741	0	38,679
(25) Howard S Bloom chief social scientist	35 0					X		254,065	0	48,606
(26) David M Butler Director	35 0					X		175,865		19,134
(27) Charles Michalopoulos Senior Fellow	35 0					X		178,236	0	31,052
<b>1b Sub-Total</b>										
<b>c Total from continuation sheets to Part VII, Section A</b>										
<b>d Total (add lines 1b and 1c)</b>								2,614,041	0	432,399

**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **48**

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

**Section B. Independent Contractors**

**1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization Report compensation for the calendar year ending with or within the organization's tax year

(A) Name and business address	(B) Description of services	(C) Compensation
mathematica policy research inc po box 2393 PRINCETON, NJ 08543	RESEARCH SUBCONTRACT	867,590
abt associates 55 wheeler street CAMBRIDGE, MA 02138	RESEARCH SUBCONTRACT	4,582,072
Decision Information Resources inc 2600 Southwest Freeway - Suite 900 HOUSTON, TX 77098	RESEARCH SUBCONTRACT	1,883,030
Survey Research Management 5777 Central Ave BOULDER, CO 80301	RESEARCH SUBCONTRACT	1,774,559
SRI PO Box 2767 MENIO PARK, CA 94025	RESEARCH SUBCONTRACT	987,801

**2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **28**

**Part VIII Statement of Revenue**

			(A)	(B)	(C)	(D)	
			Total revenue	Related or exempt function revenue	Unrelated business revenue	Revenue excluded from tax under sections 512, 513, or 514	
<b>Contributions, gifts, grants and other similar amounts</b>	<b>1a</b>	Federated campaigns . . . . . <b>1a</b>					
	<b>b</b>	Membership dues . . . . . <b>1b</b>					
	<b>c</b>	Fundraising events . . . . . <b>1c</b>					
	<b>d</b>	Related organizations . . . . . <b>1d</b>					
	<b>e</b>	Government grants (contributions) <b>1e</b>	32,747,103				
	<b>f</b>	All other contributions, gifts, grants, and similar amounts not included above <b>1f</b>	17,524,148				
	<b>g</b>	Noncash contributions included in lines 1a-1f \$ _____					
	<b>h</b>	<b>Total.</b> Add lines 1a-1f . . . . . ▶	50,271,251				
<b>Program Service Revenue</b>	<b>2a</b>	MANAGEMENT FEES	900099	1,420,532	1,420,532		
	<b>b</b>	_____					
	<b>c</b>	_____					
	<b>d</b>	_____					
	<b>e</b>	_____					
	<b>f</b>	All other program service revenue					
	<b>g</b>	<b>Total.</b> Add lines 2a-2f . . . . . ▶		1,420,532			
<b>Other Revenue</b>	<b>3</b>	Investment income (including dividends, interest and other similar amounts) . . . . . ▶	851,725		9,371	842,354	
	<b>4</b>	Income from investment of tax-exempt bond proceeds . . ▶	0				
	<b>5</b>	Royalties . . . . . ▶	0				
	<b>6a</b>		(i) Real				
			(ii) Personal				
		<b>b</b>	Gross rents				
		<b>c</b>	Less rental expenses				
	<b>d</b>	Net rental income or (loss) . . . . . ▶					
	<b>7a</b>		(i) Securities				
			(ii) Other				
		<b>b</b>	Gross amount from sales of assets other than inventory	3,582,169			
		<b>c</b>	Less cost or other basis and sales expenses	3,619,270			
	<b>d</b>	Net gain or (loss) . . . . . ▶		-37,101		-37,101	
	<b>8a</b>	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18 . . . . . <b>a</b>					
	<b>b</b>	Less direct expenses . . . . . <b>b</b>					
<b>c</b>	Net income or (loss) from fundraising events . . ▶		0				
<b>9a</b>		Gross income from gaming activities See Part IV, line 19 . . . . . <b>a</b>					
	<b>b</b>	Less direct expenses . . . . . <b>b</b>					
	<b>c</b>	Net income or (loss) from gaming activities . . ▶		0			
<b>10a</b>		Gross sales of inventory, less returns and allowances . . . . . <b>a</b>					
	<b>b</b>	Less cost of goods sold . . . . . <b>b</b>					
	<b>c</b>	Net income or (loss) from sales of inventory . . ▶		0			
	Miscellaneous Revenue	Business Code					
<b>11a</b>	_____						
<b>b</b>	_____						
<b>c</b>	_____						
<b>d</b>	All other revenue . . . . .						
<b>e</b>	<b>Total.</b> Add lines 11a-11d . . . . . ▶		0				
<b>12</b>	<b>Total revenue.</b> See Instructions . . . . . ▶		52,506,407	1,420,532	9,371	805,253	

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns

All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D)

Check if Schedule O contains a response to any question in this Part IX

<b>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</b>		<b>(A)</b> Total expenses	<b>(B)</b> Program service expenses	<b>(C)</b> Management and general expenses	<b>(D)</b> Fundraising expenses
<b>1</b>	Grants and other assistance to governments and organizations in the United States See Part IV, line 21	2,971,018	2,971,018		
<b>2</b>	Grants and other assistance to individuals in the United States See Part IV, line 22	0			
<b>3</b>	Grants and other assistance to governments, organizations, and individuals outside the United States See Part IV, lines 15 and 16	0			
<b>4</b>	Benefits paid to or for members	0			
<b>5</b>	Compensation of current officers, directors, trustees, and key employees	1,920,237	1,055,175	865,062	
<b>6</b>	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	0			
<b>7</b>	Other salaries and wages	17,849,319	14,197,003	3,636,443	15,873
<b>8</b>	Pension plan contributions (include section 401(k) and section 403(b) employer contributions)	881,626	706,342	174,446	838
<b>9</b>	Other employee benefits	3,074,706	2,406,699	665,310	2,697
<b>10</b>	Payroll taxes	1,375,510	1,062,600	311,760	1,150
<b>11</b>	Fees for services (non-employees)				
<b>a</b>	Management	0			
<b>b</b>	Legal	107,994	18,650	89,344	
<b>c</b>	Accounting	169,000		169,000	
<b>d</b>	Lobbying	0			
<b>e</b>	Professional fundraising See Part IV, line 17	0			
<b>f</b>	Investment management fees	122,348		122,348	
<b>g</b>	Other	11,021,479	10,554,923	465,278	1,278
<b>12</b>	Advertising and promotion	0			
<b>13</b>	Office expenses	950,241	797,590	152,129	522
<b>14</b>	Information technology	969,932	758,882	210,201	849
<b>15</b>	Royalties	0			
<b>16</b>	Occupancy	2,673,541	2,070,369	600,963	2,209
<b>17</b>	Travel	1,363,012	1,099,022	263,970	20
<b>18</b>	Payments of travel or entertainment expenses for any federal, state, or local public officials	0			
<b>19</b>	Conferences, conventions, and meetings	256,409	67,992	188,409	8
<b>20</b>	Interest	1,888		1,888	
<b>21</b>	Payments to affiliates	0			
<b>22</b>	Depreciation, depletion, and amortization	383,426	299,712	83,380	334
<b>23</b>	Insurance	158,927	123,366	35,431	130
<b>24</b>	Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24f If line 24f amount exceeds 10% of line 25, column (A) amount, list line 24f expenses on Schedule O )				
<b>a</b>	SURVEY/DATA COLLECTION	8,502,797	8,502,797		
<b>b</b>	PARTICIPANT INCENTIVES	108,372	108,372		
<b>c</b>	FURNITURE & EQUIPMENT	263,156	205,895	57,030	231
<b>d</b>	RECRUITMENT FEES	80,951	73,340	7,398	213
<b>e</b>					
<b>f</b>	All other expenses	489,599	423,442	64,979	1,178
<b>25</b>	<b>Total functional expenses.</b> Add lines 1 through 24f	55,695,488	47,503,189	8,164,769	27,530
<b>26</b>	<b>Joint costs.</b> Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720) 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
<b>Assets</b>	<b>1</b> Cash—non-interest-bearing . . . . .	3,982,867	<b>1</b>	2,963,985
	<b>2</b> Savings and temporary cash investments . . . . .	12,920,394	<b>2</b>	10,158,253
	<b>3</b> Pledges and grants receivable, net . . . . .	24,888,635	<b>3</b>	24,904,244
	<b>4</b> Accounts receivable, net . . . . .	0	<b>4</b>	0
	<b>5</b> Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L . . . . .	0	<b>5</b>	0
	<b>6</b> Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) Complete Part II of Schedule L . . . . .	0	<b>6</b>	0
	<b>7</b> Notes and loans receivable, net . . . . .	0	<b>7</b>	0
	<b>8</b> Inventories for sale or use . . . . .	0	<b>8</b>	0
	<b>9</b> Prepaid expenses and deferred charges . . . . .	224,338	<b>9</b>	344,267
	<b>10a</b> Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10,804,403		
	<b>b</b> Less accumulated depreciation . . . . .	9,605,314	<b>10c</b>	1,199,089
	<b>11</b> Investments—publicly traded securities . . . . .	35,315,207	<b>11</b>	36,543,166
	<b>12</b> Investments—other securities See Part IV, line 11 . . . . .	7,619,291	<b>12</b>	9,571,398
	<b>13</b> Investments—program-related See Part IV, line 11 . . . . .	0	<b>13</b>	0
	<b>14</b> Intangible assets . . . . .	0	<b>14</b>	0
	<b>15</b> Other assets See Part IV, line 11 . . . . .	786,571	<b>15</b>	298,461
<b>16</b> <b>Total assets.</b> Add lines 1 through 15 (must equal line 34) . . . . .	86,597,703	<b>16</b>	85,982,863	
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses . . . . .	6,708,662	<b>17</b>	7,856,324
	<b>18</b> Grants payable . . . . .	61,230	<b>18</b>	75,331
	<b>19</b> Deferred revenue . . . . .	0	<b>19</b>	0
	<b>20</b> Tax-exempt bond liabilities . . . . .	0	<b>20</b>	0
	<b>21</b> Escrow or custodial account liability Complete Part IV of Schedule D . . . . .	0	<b>21</b>	0
	<b>22</b> Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L . . . . .	0	<b>22</b>	0
	<b>23</b> Secured mortgages and notes payable to unrelated third parties . . . . .	0	<b>23</b>	0
	<b>24</b> Unsecured notes and loans payable to unrelated third parties . . . . .	0	<b>24</b>	0
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24) Complete Part X of Schedule D . . . . .	248,326	<b>25</b>	364,248
	<b>26</b> <b>Total liabilities.</b> Add lines 17 through 25 . . . . .	7,018,218	<b>26</b>	8,295,903
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.</b>			
	<b>27</b> Unrestricted net assets . . . . .	29,962,664	<b>27</b>	32,809,244
	<b>28</b> Temporarily restricted net assets . . . . .	40,666,821	<b>28</b>	35,927,716
	<b>29</b> Permanently restricted net assets . . . . .	8,950,000	<b>29</b>	8,950,000
	<b>Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 30 through 34.</b>			
	<b>30</b> Capital stock or trust principal, or current funds . . . . .		<b>30</b>	
	<b>31</b> Paid-in or capital surplus, or land, building or equipment fund . . . . .		<b>31</b>	
	<b>32</b> Retained earnings, endowment, accumulated income, or other funds . . . . .		<b>32</b>	
<b>33</b> Total net assets or fund balances . . . . .	79,579,485	<b>33</b>	77,686,960	
<b>34</b> Total liabilities and net assets/fund balances . . . . .	86,597,703	<b>34</b>	85,982,863	

**Part XI Reconciliation of Net Assets**

Check if Schedule O contains a response to any question in this Part XI

<b>1</b>	Total revenue (must equal Part VIII, column (A), line 12)	<b>1</b>	52,506,407
<b>2</b>	Total expenses (must equal Part IX, column (A), line 25)	<b>2</b>	55,695,488
<b>3</b>	Revenue less expenses Subtract line 2 from line 1	<b>3</b>	-3,189,081
<b>4</b>	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	<b>4</b>	79,579,485
<b>5</b>	Other changes in net assets or fund balances (explain in Schedule O)	<b>5</b>	1,296,556
<b>6</b>	Net assets or fund balances at end of year Combine lines 3, 4, and 5 (must equal Part X, line 33, column (B))	<b>6</b>	77,686,960

**Part XII Financial Statements and Reporting**

Check if Schedule O contains a response to any question in this Part XII

		Yes	No
<b>1</b>	Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O		
<b>2a</b>	Were the organization's financial statements compiled or reviewed by an independent accountant?		No
<b>b</b>	Were the organization's financial statements audited by an independent accountant?	Yes	
<b>c</b>	If "Yes," to 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? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O	Yes	
<b>d</b>	If "Yes" to line 2a or 2b, check a box below to indicate whether the financial statements for the year were issued on a separate basis, consolidated basis, or both <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separated basis		
<b>3a</b>	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?	Yes	
<b>b</b>	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits	Yes	

**SCHEDULE A**  
(Form 990 or 990EZ)

**Public Charity Status and Public Support**

OMB No 1545-0047

**2011**

**Open to Public Inspection**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

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

Department of the Treasury  
Internal Revenue Service

Name of the organization  
MDRC

Employer identification number

23-7379473

**Part I Reason for Public Charity Status** (All organizations must complete this part.) See instructions

The organization is not a private foundation because it is (For lines 1 through 11, check only one box )

- 1  A church, convention of churches, or association of churches **section 170(b)(1)(A)(i).**
- 2  A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E )
- 3  A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4  A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state
  
- 5  An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II )
- 6  A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7  An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)** (Complete Part II )
- 8  A community trust described in **section 170(b)(1)(A)(vi)** (Complete Part II )
- 9  An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2).** (Complete Part III )
- 10  An organization organized and operated exclusively to test for public safety See **section 509(a)(4).**
- 11  An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) See **section 509(a)(3).** Check the box that describes the type of supporting organization and complete lines 11e through 11h  
 a  Type I      b  Type II      c  Type III - Functionally integrated      d  Type III - Other
- e  By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)
- f  If the organization received a written determination from the IRS that it is a Type I, Type II or Type III supporting organization, check this box
- g Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?  
 (i) a person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the the supported organization?  
 (ii) a family member of a person described in (i) above?  
 (iii) a 35% controlled entity of a person described in (i) or (ii) above?
- h Provide the following information about the supported organization(s)

	Yes	No
<b>11g(i)</b>		No
<b>11g(ii)</b>		No
<b>11g(iii)</b>		No

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 9 above or IRC section (see instructions))	(iv) Is the organization in col (i) listed in your governing document?		(v) Did you notify the organization in col (i) of your support?		(vi) Is the organization in col (i) organized in the U S ?		(vii) Amount of support?
			Yes	No	Yes	No	Yes	No	
<b>Total</b>									

**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 or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")	77,932,020	63,962,840	73,249,174	60,711,048	50,271,251	326,126,333
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge						
<b>4 Total.</b> Add lines 1 through 3	77,932,020	63,962,840	73,249,174	60,711,048	50,271,251	326,126,333
<b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						66,407,632
<b>6 Public Support.</b> Subtract line 5 from line 4						259,718,701

**Section B. Total Support**

Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
<b>7</b> Amounts from line 4	77,932,020	63,962,840	73,249,174	60,711,048	50,271,251	326,126,333
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	1,860,776	1,649,440	868,400	855,166	851,725	6,085,507
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on						
<b>10</b> Other income (Explain in Part IV.) Do not include gain or loss from the sale of capital assets						
<b>11 Total support</b> (Add lines 7 through 10)						332,211,840
<b>12</b> Gross receipts from related activities, etc (See instructions)					<b>12</b>	5,304,970

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

**Section C. Computation of Public Support Percentage**

<b>14</b> Public Support Percentage for 2011 (line 6 column (f) divided by line 11 column (f))	<b>14</b>	78.179%
<b>15</b> Public Support Percentage for 2010 Schedule A, Part II, line 14	<b>15</b>	80.319%

**16a 33 1/3% support test—2011.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization

**b 33 1/3% support test—2010.** If the organization did not check the box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization

**17a 10%-facts-and-circumstances test—2011.** If the organization did not check a box on line 13, 16a, or 16b and line 14 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and **stop here.** Explain in Part IV how the organization meets the "facts and circumstances" test. The organization qualifies as a publicly supported organization

**b 10%-facts-and-circumstances test—2010.** If the organization did not check a box on line 13, 16a, 16b, or 17a and line 15 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and **stop here.** Explain in Part IV how the organization meets the "facts and circumstances" test. The organization qualifies as a publicly supported organization

**18 Private Foundation** If the organization did not check a box on line 13, 16a, 16b, 17a or 17b, check this box and see instructions

**Part III Support Schedule for Organizations Described in IRC 509(a)(2)**

(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")						
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge						
<b>6 Total.</b> Add lines 1 through 5						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
<b>c</b> Add lines 7a and 7b						
<b>8 Public Support</b> (Subtract line 7c from line 6 )						

**Section B. Total Support**

Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
<b>9</b> Amounts from line 6						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
<b>c</b> Add lines 10a and 10b						
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)						
<b>13 Total support</b> (Add lines 9, 10c, 11 and 12.)						
<b>14 First Five Years</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and <b>stop here</b> <input type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

<b>15</b> Public Support Percentage for 2011 (line 8 column (f) divided by line 13 column (f))	<b>15</b>	
<b>16</b> Public support percentage from 2010 Schedule A, Part III, line 15	<b>16</b>	

**Section D. Computation of Investment Income Percentage**

<b>17</b> Investment income percentage for <b>2011</b> (line 10c column (f) divided by line 13 column (f))	<b>17</b>	
<b>18</b> Investment income percentage from <b>2010</b> Schedule A, Part III, line 17	<b>18</b>	

- 19a 33 1/3% support tests—2011.** 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
- b 33 1/3% support tests—2010.** 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
- 20 Private Foundation** If the organization did not check a box on line 14, 19a or 19b, check this box and see instructions

**Part IV** **Supplemental Information.** Supplemental Information. Complete this part to provide the explanation required by Part II, line 10; Part II, line 17a or 17b; or Part III, line 12. Also complete this part for any additional information. (See instructions).

<b>Facts And Circumstances Test</b>
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<b>Explanation</b>
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SCHEDULE D (Form 990)

OMB No 1545-0047

Supplemental Financial Statements

2011

Open to Public Inspection

Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b. Attach to Form 990. See separate instructions.

Department of the Treasury Internal Revenue Service

Name of the organization MDRC

Employer identification number 23-7379473

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

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows 1-4: Total number at end of year, Aggregate contributions to (during year), Aggregate grants from (during year), Aggregate value at end of year.

- 5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds may be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?

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

- 1 Purpose(s) of conservation easements held by the organization (check all that apply): Preservation of land for public use, Protection of natural habitat, Preservation of open space, Preservation of an historically importantly land area, Preservation of a certified historic structure.

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

Table with 2 columns: Description, Held at the End of the Year. Rows 2a-2d: Total number of conservation easements, Total acreage restricted by conservation easements, Number of conservation easements on a certified historic structure included in (a), Number of conservation easements included in (c) acquired after 8/17/06.

- 3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the taxable year
4 Number of states where property subject to conservation easement is located
5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?
6 Staff and volunteer hours devoted to monitoring, inspecting and enforcing conservation easements during the year
7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year
8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and 170(h)(4)(B)(ii)?
9 In Part XIV, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

- 1a If the organization elected, as permitted under SFAS 116, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items
b If the organization elected, as permitted under SFAS 116, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items: (i) Revenues included in Form 990, Part VIII, line 1; (ii) Assets included in Form 990, Part X
2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 relating to these items: a Revenues included in Form 990, Part VIII, line 1; b Assets included in Form 990, Part X

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

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

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

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

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

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

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

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

Table with 2 columns: Description (1c-1f) and Amount

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

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

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

Table with 6 columns: (a) Current Year, (b) Prior Year, (c) Two Years Back, (d) Three Years Back, (e) Four Years Back. Rows include 1a-1g for various balance and expense categories.

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

- a Board designated or quasi-endowment 30.300%, b Permanent endowment 30.800%, c Term endowment 38.900%

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

Table for 3a(i) and 3a(ii) with Yes/No columns, and 3b for related organizations.

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

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

Table with 5 columns: Description of property, (a) Cost or other basis (investment), (b) Cost or other basis (other), (c) Accumulated depreciation, (d) Book value. Rows include 1a Land, 1b Buildings, 1c Leasehold improvements, 1d Equipment, 1e Other, and Total.



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

<b>1</b>	Total revenue (Form 990, Part VIII, column (A), line 12)	<b>1</b>	52,506,407
<b>2</b>	Total expenses (Form 990, Part IX, column (A), line 25)	<b>2</b>	55,695,488
<b>3</b>	Excess or (deficit) for the year Subtract line 2 from line 1	<b>3</b>	-3,189,081
<b>4</b>	Net unrealized gains (losses) on investments	<b>4</b>	1,296,556
<b>5</b>	Donated services and use of facilities	<b>5</b>	
<b>6</b>	Investment expenses	<b>6</b>	
<b>7</b>	Prior period adjustments	<b>7</b>	
<b>8</b>	Other (Describe in Part XIV)	<b>8</b>	
<b>9</b>	Total adjustments (net) Add lines 4 - 8	<b>9</b>	1,296,556
<b>10</b>	Excess or (deficit) for the year per financial statements Combine lines 3 and 9	<b>10</b>	-1,892,525

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

<b>1</b>	Total revenue, gains, and other support per audited financial statements . . . . .	<b>1</b>	53,680,615
<b>2</b>	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
<b>a</b>	Net unrealized gains on investments . . . . .	<b>2a</b>	1,296,556
<b>b</b>	Donated services and use of facilities . . . . .	<b>2b</b>	
<b>c</b>	Recoveries of prior year grants . . . . .	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIV) . . . . .	<b>2d</b>	
<b>e</b>	Add lines <b>2a</b> through <b>2d</b> . . . . .	<b>2e</b>	1,296,556
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b> . . . . .	<b>3</b>	52,384,059
<b>4</b>	Amounts included on Form 990, Part VIII, line 12, but not on line 1		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	<b>4a</b>	122,348
<b>b</b>	Other (Describe in Part XIV) . . . . .	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b> . . . . .	<b>4c</b>	122,348
<b>5</b>	Total Revenue Add lines <b>3</b> and <b>4c</b> . (This should equal Form 990, Part I, line 12 ) . . . . .	<b>5</b>	52,506,407

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

<b>1</b>	Total expenses and losses per audited financial statements . . . . .	<b>1</b>	55,573,140
<b>2</b>	Amounts included on line 1 but not on Form 990, Part IX, line 25		
<b>a</b>	Donated services and use of facilities . . . . .	<b>2a</b>	
<b>b</b>	Prior year adjustments . . . . .	<b>2b</b>	
<b>c</b>	Other losses . . . . .	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIV) . . . . .	<b>2d</b>	
<b>e</b>	Add lines <b>2a</b> through <b>2d</b> . . . . .	<b>2e</b>	
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b> . . . . .	<b>3</b>	55,573,140
<b>4</b>	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	<b>4a</b>	122,348
<b>b</b>	Other (Describe in Part XIV) . . . . .	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b> . . . . .	<b>4c</b>	122,348
<b>5</b>	Total expenses Add lines <b>3</b> and <b>4c</b> . (This should equal Form 990, Part I, line 18 ) . . . . .	<b>5</b>	55,695,488

**Part XIV Supplemental Information**

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, 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 Also complete this part to provide any additional information

Identifier	Return Reference	Explanation
Part XIV Supplemental Information	Part V, Line 4	mdrc's board of directors created an endowment fund in 1999 the fund includes permanently restricted, temporarily restricted, and unrestricted contributions that have been designated to the fund for the purpose of matching a \$7 million, five year challenge grant given by the atlantic philanthropies spending from the endowment fund is intended to support program development, information dissemination activities, and corporate strategic initiatives spending from the endowment is approved by the board of directors based on the rules established under mdrc's endowment spending policy
PART XIV SUPPLEMENTAL INFORMATION	PART X, LINE 2 FIN 48 (ASC 740)	MDRC adopted ASC 740-10 as of January 1, 2009 ASC 740-10 clarifies the accounting for uncertainty in tax positions taken or expected to be taken in a tax return, including issues relating to financial statement recognition and measurement This section provides that the tax effects from an uncertain tax position can only be recognized in the financial statements if the position is "more-likely-than-not" to be sustained if the position were to be challenged by a taxing authority The assessment of the tax position is based solely on the technical merits of the position, without regard to the likelihood that the tax position may be challenged MDRC is exempt from income tax under IRC section 501(c)(3), though it is subject to tax on income unrelated to its exempt purpose, unless that income is otherwise excluded by the Code The tax years ending 2008, 2009, 2010 are still open to audit for both federal and state purposes The adoption of ASC 740-10 did not have a material impact on MDRC's financial statements



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

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of non-cash assistance

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

Identifier	Return Reference	Explanation
SCHEDULE I	PART IV LINE 2	MDRC MONITORS USE OF FUNDS AWARDED THROUGH A COMBINATION OF FINANCIAL REPORTING, PROGRAMMATIC REPORTING, SITE VISITS, AND AUDITS EACH RECIPIENT SIGNS AN AGREEMENT WITH MDRC WHICH SPECIFIES THE RESTRICTED PURPOSE AND PERIOD OF THE AWARD, A PAYMENT SCHEDULE, AND A REPORTING SCHEDULE FOR FINANCIAL AND PROGRAMMATIC REPORTS MDRC FINANCE AND PROGRAMMATIC STAFF PERFORM A COORDINATED REVIEW OF REPORTS SUBMITTED TO ENSURE COMPLIANCE WITH THE TERMS OF THE AWARD PROGRAMMATIC STAFF COMMUNICATE FREQUENTLY WITH RECIPIENTS REGARDING THE RESEARCH ACTIVITIES BEING FUNDED AND MAKE PERIODIC SITE VISITS TO THE RECIPIENT IN ADDITION, FINANCE STAFF AT MDRC REVIEW AUDIT REPORTS OF RECIPIENTS AND PERIODICALLY PERFORM ON-SITE FINANCIAL REVIEWS

**Software ID:**  
**Software Version:**  
**EIN:** 23-7379473  
**Name:** MDRC

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

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC Code section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
BECOMING PARENTS PROGRAM INC 1016 EAST PIKE STREET SEATTLE, WA 98122	20-2186800		189,665				RESTRICTED PURPOSE
BOROUGH OF MANHATTAN COMMUNITY COLLEGE FDN199 CHAMBERS STREET NEW YORK, NY 10007	51-0187969	501(c)(3)	104,000				RESTRICTED PURPOSE

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

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC Code section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
CATHOLIC CHARITIES INC 532 NORTH BROADWAY STREET WICHITA, KS 67214	48-0543703	501(c)(3)	21,598				RESTRICTED PURPOSE
CENTER FOR HUMAN SERVICES 17018 15TH AVENUE NE SHORELINE, WA 98155	23-7082323	501(c)(3)	9,568				RESTRICTED PURPOSE

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

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC Code section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
HOSTOS COMMUNITY COLLEGE FOUNDATION 500 GRAND CONCOURSE BRONX, NY 10451	13-3116643	501(c)(3)	26,000				RESTRICTED PURPOSE AWARD
OWENS STATE COMMUNITY COLLEGE 30335 OREGON ROAD PERRYSBURG, OH 43551	34-1059164	501(c)(3)	11,076				RESTRICTED PURPOSE AWARD

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

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC Code section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
SINCLAIR COMMUNITY COLLEGE 444 WEST THIRD STREET DAYTON, OH 45402	31-0723444	501(c)(3)	19,024				RESTRICTED PURPOSE AWARD
UNIVERSITY OF CENTRAL FLORIDA 12201 RESEARCH PARKWAY ORLANDO, FL 32826	59-6211832	501(c)(3)	22,521				RESTRICTED PURPOSE AWARD

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

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC Code section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
UNIVERSITY OF NEW MEXICO MSC 01 1447 1 UNIVERSITY OF NEW MEX ALBUQUERQUE, NM 87131	85-6000642	501(c)(3)	215,977				RESTRICTED PURPOSE AWARD
HILLSBOROUGH COMMUNITY 39 Columbia Drive Tampa, FL 33610	59-1310717	501(c)(3)	40,000				RESTRICTED PURPOSE AWARD

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

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HILLSBOROUGH COUNTY PUBLIC SCHOOLS 5410 20TH Street Tampa, FL 33610	59-6000660	501(c)(3)	35,500				RESTRICTED PURPOSE AWARD
LA AREA CHAMBER OF COMMERCE FOUNDATION 350 South Bixel Street Suite 200 Los Angeles, CA 90017	95-2597392	501(c)(3)	194,771				RESTRICTED PURPOSE AWARD

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

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MT DIABLO UNIFIED SCHOOL 1026 Mohr Lane Concord, CA 94518	68-0091157	501(c)(3)	27,500				RESTRICTED PURPOSE AWARD
PIMA COMMUNITY COLLEGE Office Of The Provost 4905B East Broadway - Room 204 Tucson, AZ 857091100	86-0208787	501(C)(3)	170,500				RESTRICTED PURPOSE AWARD

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Berkeley - Albany YMCA 2009 10th Street Berkeley, CA 94710	94-1156635	501(C)(3)	14,586				RESTRICTED PURPOSE AWARD
Central Mississippi Inc 101 South Central Avenue Winona, MS 38967	64-0437767	501(C)(3)	50,543				RESTRICTED PURPOSE AWARD

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Chicago Public School HS521 E 35th Street Chicago, IL 60606	36- 6005821	501(C)(3)	13,176				RESTRICTED PURPOSE AWARD
Chicago Youth Centers 218 South Wabash Ave Chicago, IL 60604	36- 2344429	501(C)(3)	23,459				RESTRICTED PURPOSE AWARD

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Child Development Council 300 East Spring Street Columbus, OH 43215	31-1138997	501(C)(3)	25,259				RESTRICTED PURPOSE AWARD
Episcopal Community Serv 4305 University Ave San Diego, CA 92105	95-1945256	501(C)(3)	30,677				RESTRICTED PURPOSE AWARD

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Leads Head Start 159 Wilson Street Newark, OH 43055	31- 0718027	501(C)(3)	15,486				RESTRICTED PURPOSE AWARD
Los Angeles Unifies School333 South Beaudry Ave Los Angeles, CA 90017	95- 6001908	501(C)(3)	27,500				RESTRICTED PURPOSE AWARD

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Pacific Asian Consortium 1055 Wilshire Blvd Los Angeles, CA 90017	51-0192025	501(C)(3)	55,888				RESTRICTED PURPOSE AWARD
Region 7 Educat Service 1909 North Longview St Kilgore, TX 75662	75-1281256	501(C)(3)	35,877				RESTRICTED PURPOSE AWARD

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Research Foundation Of CUNY2001 Oriental Blvd Brooklyn, NY 11235	13-1988190	501(C)(3)	706,746				RESTRICTED PURPOSE AWARD
Rocky Mountain Serv150 Sheridan Blvd Denver, CO 80226	98-0588400	501(c)(3)	16,977				RESTRICTED PURPOSE AWARD

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Santa Clara County Office 1290 Ridder Park Drive San Jose, CA 95131	77-0272168	501(C)(3)	17,386				RESTRICTED PURPOSE AWARD
Tyler Independent School PO Box 2035 Tyler, TX 75710	75-6002675	501(C)(3)	19,059				RESTRICTED PURPOSE AWARD

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United Negro Fund 8260 Willow Oaks Corp Drive Fairfax, VA 22031	13- 1624241	501(C)(3)	150,000				RESTRICTED PURPOSE AWARD
WSOS Community Action109 South Front Street Fremont, OH 43420	34- 0975934	501(C)(3)	5,742				RESTRICTED PURPOSE AWARD

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Youth Village Operation 3320 Brothers BLVD Memphis, TN 38133	59- 1716970	501(C)(3)	97,500				RESTRICTED PURPOSE AWARD
CALIFORNIA DEPT OF SOC SERV 744 P Street MS 8-8-33 Sacramento, CA 95814	68- 0287677	501(C)(3)	200,000				RESTRICTED PURPOSE AWARD

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

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FREDERICK DOUGLASS HIGH SCHOOL 225 Hamilton E Holmes Drive Atlanta, GA 30318	58-6000134	501(C)(3)	35,000				RESTRICTED PURPOSE AWARD
MT SAN ANTONIO COLLEGE 1100 North Grand Avenue Walnut, CA 91789	95-6002131	501(C)(3)	143,000				RESTRICTED PURPOSE AWARD

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

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OAKLAND UNIFIED SCHOOL DISTRICT College And Career Reading Room 104- MCCLYMONDS Oakland, CA 94607	94- 6000385	501(C)(3)	10,000				RESTRICTED PURPOSE AWARD
THE SCHOOL BOARD OF BROWARD COUNTY Broward County Public School 600 SE Third Avenue Fort Lauderdale, FL 33314	59- 6000530	501(C)(3)	70,755				RESTRICTED PURPOSE AWARD

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

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TRITON COLLEGE 200 N Fifth Avenue River Grove, IL 60171	36- 2537114	501(C)(3)	27,500				RESTRICTED PURPOSE AWARD
REDLANDS CHRISTIAN MIGRANT 123 N 4th Street Immokalee, FL 34142	59- 1221966	501(C)(3)	9,493				RESTRICTED PURPOSE AWARD

**Schedule J**  
(Form 990)

**Compensation Information**

OMB No 1545-0047

**2011**

**Open to Public Inspection**

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" to Form 990, Part IV, question 23.

▶ Attach to Form 990. ▶ See separate instructions.

Department of the Treasury  
Internal Revenue Service

Name of the organization  
MDRC

Employer identification number  
23-7379473

**Part I Questions Regarding Compensation**

Yes No

- 1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.
- |  |  |
|--|--|
| <input type="checkbox"/> First-class or charter travel             | <input type="checkbox"/> Housing allowance or residence for personal use |
| <input type="checkbox"/> Travel for companions                     | <input type="checkbox"/> Payments for business use of personal residence |
| <input type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees   |
| <input type="checkbox"/> Discretionary spending account            | <input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef) |

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

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

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

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

**4** During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization:

**a** Receive a severance payment or change-of-control payment?

**b** Participate in, or receive payment from, a supplemental nonqualified retirement plan?

**c** Participate in, or receive payment from, an equity-based compensation arrangement?

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

**Only 501(c)(3) and 501(c)(4) organizations only must complete lines 5-9.**

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

**a** The organization?

**b** Any related organization?

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

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

**a** The organization?

**b** Any related organization?

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

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

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

**9** If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

	Yes	No
<b>1b</b>		
<b>2</b>		
<b>4a</b>		No
<b>4b</b>		No
<b>4c</b>		No
<b>5a</b>		No
<b>5b</b>		No
<b>6a</b>		No
<b>6b</b>		No
<b>7</b>	Yes	
<b>8</b>		No
<b>9</b>		

**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) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, columns (D) and (E) for that individual

(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) Gordon Berlin	(i)	355,108	30,000	4,538	0	0	389,646	0
	(ii)	0	0	0	0	0	0	0
(2) Jesus M Amadeo	(i)	256,623	10,000	8,625	0	0	275,248	0
	(ii)	0	0	0	0	0	0	0
(3) Robert J Ivry	(i)	254,260	13,819	10,163	0	0	278,242	0
	(ii)	0	0	0	0	0	0	0
(4) Barbara Goldman	(i)	180,263	2,500	4,060	0	0	186,823	0
	(ii)	0	0	0	0	0	0	0
(5) Frederck Doolittle	(i)	215,585	5,000	4,888	0	0	225,473	0
	(ii)	0	0	0	0	0	0	0
(6) Sharon L Rowser	(i)	164,513	3,500	3,580	0	0	171,593	0
	(ii)	0	0	0	0	0	0	0
(7) Thomas Brock	(i)	168,559	10,000	2,252	0	0	180,811	0
	(ii)	0	0	0	0	0	0	0
(8) James A Riccio	(i)	166,696	7,500	1,545	0	0	175,741	0
	(ii)	0	0	0	0	0	0	0
(9) Howard S Bloom	(i)	234,286	10,000	9,779	0	0	254,065	0
	(ii)	0	0	0	0	0	0	0
(10) David M Butler	(i)	172,621		3,244	14,505	4,629	194,999	
	(ii)							
(11) Charles Michalopoulos	(i)	166,298	10,000	1,938	0	0	178,236	0
	(ii)	0	0	0	0	0	0	0

**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.

Identifier	Return Reference	Explanation
Part I, Line 7		The procedures used for determining bonus payouts to individuals listed in the Form 990, Part VII, are described in Schedule O, Part VI, Line 15 narrative.

**SCHEDULE O**  
(Form 990 or 990-EZ)

**Supplemental Information to Form 990 or 990-EZ**

**2011**

**Complete to provide information for responses to specific questions on Form 990 or to provide any additional information.**  
▶ **Attach to Form 990 or 990-EZ.**

**Open to Public Inspection**

Department of the Treasury  
Internal Revenue Service

Name of the organization  
MDRC

**Employer identification number**  
23-7379473

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Identifier	Return Reference	Explanation
Other program services	Part III Other Program Services	<p>Young Adults and Postsecondary Education According to the U.S. Census Bureau, individuals who have a bachelor's degree will earn about \$2.1 million over their lifetimes - about one-third more than those who start but do not complete college and nearly twice as much as those who only have a high school diploma. Additionally, college graduates are more likely to be employed, high school dropouts are five times as likely to be unemployed today as workers with degrees. Although the U.S. Department of Labor forecasts that 70 percent of all new jobs will require a postsecondary credential, 60 million adults currently lack one. Access to higher education has been greatly expanded since the mid-1960s. Unfortunately, rates of persistence and credential completion remain distressingly low, particularly at community colleges - where only one-third of all students who enter with the intention of earning a degree or certificate actually meet this goal within six years. The reasons behind this problem are myriad - some have to do with the students themselves (for instance, a lack of adequate preparation in the K-12 system and the challenge of balancing work, family, and school responsibilities) and others are the result of institutional or policy constraints (for instance, insufficient advising and financial aid, uncertainty over how to teach basic skills to adults, and constraints in course offerings and inflexible scheduling). Policymakers and the philanthropic sector have focused new efforts on increasing student persistence and achievement in postsecondary education. For example, the Obama Administration has set a goal for the nation of once again having the highest proportion of college graduates in the world by 2020, and Lumina Foundation for Education is seeking to increase the proportion of Americans with "high-quality" degrees and credentials to 60 percent by the year 2025. Since the launch of its Opening Doors Demonstration in the early 2000s, MDRC has been at the forefront of developing and evaluating strategies to help students succeed, particularly students at community colleges and nonselective four-year institutions. Our current research agenda focuses on the following interventions - revisions to financial aid policies and information to help students pay for college and associated expenses, - improvements in guidance counseling and other support services to help students plan their courses wisely and overcome problems that interfere with school, - improvement of developmental education in the form of accelerated programs, support services, and mentoring programs to get students to master basic skills and move on to college-level courses, - institutional reform, including efforts to help community colleges make better use of student records and other data to improve instruction and services to help more students succeed, and - learning communities or "linked courses" to help students become more engaged in their studies and pass developmental level courses at higher rates. Selected highlights from 2011 - Submitted testimony on findings from MDRC's Performance-Based Scholarship Demonstration to the federal Advisory Committee on Student Financial Assistance - Released interim findings from MDRC's evaluation of Lumina Foundation for Education's ambitious Achieving the Dream Community Colleges Count initiative, which received extensive trade press attention. Achieving the Dream, which includes nearly 200 institutions in 32 states and the District of Columbia, helps community colleges use student-level data to develop interventions to raise the achievement of students who have traditionally faced the most significant barriers to success, including low-income students and students of color - Published interim results from several projects, including the Performance-Based Scholarships Demonstration, the Learning Communities Demonstration, and the Developmental Education Initiative - Published Unlocking the Gate, a review about what research says about improving outcomes for students in developmental education, which quickly became one of MDRC's most popular publications to date - Released a 12-page synthesis of findings and lessons for policymakers and practitioners from MDRC's landmark Opening Doors Demonstration of a range of interventions aimed at improving educational outcomes for community college students - Selected by the Gates Foundation to evaluate its signature Completion by Design Initiative K-12 Education. For nearly 20 years, MDRC has been learning what works best to raise the academic achievement of young people who are at risk of failing. At a time of growing national and state interest in improving low-performing schools and better preparing students for college and work, our evaluations of comprehensive high school reform models have established MDRC as a respected voice in education research and policy and as a leader in designing rigorous education evaluations. At the elementary school level, we are studying a cluster of programs designed to raise literacy and math skills in elementary and middle schools and to improve teaching and learning by investing in the skills of teachers. Secondary School Reform. High school dropout rates remain stubbornly high, especially for African-American and Hispanic students. And too many students who do graduate aren't ready for college and work. We have examined three prominent comprehensive high school reform interventions that have had some measure of success in improving students' outcomes: First Things First, Talent Development, and Career Academies. Our Career Academies study marked the first time that a random assignment design had been used to evaluate an ongoing high school reform initiative. The results of this study - impressive earnings effects continuing eight years after graduation - provided important lessons for the improvement and expansion of the more than 3,000 Career Academies now operating. In addition, MDRC is conducting a study of New York City's large-scale high school reform since 2002 - closing more than 20 large, low-performing schools and opening more than 200 small high schools in their place. Finally, as part of the U.S. Department of Education's Investing in Innovation initiative, MDRC is evaluating the Diplomas Now reform model. Improving Reading Skills in the Early Grades. MDRC's focus is on interventions that improve classroom instruction in the early grades. MDRC played a lead role in the design and execution of the federally mandated evaluation of Reading First, established under the No Child Left Behind Act of 2001, which targeted funding to underperforming schools for scientifically based reading programs. The Professional Development in Reading Study tested the impact on reading instruction of intensive professional development and coaching of second-grade teachers. We have recently begun an evaluation of Success for All's early reading model, as part of the federal Investing in Innovation initiative. Our earlier Evaluation of Enhanced Academic Instruction in After-School Programs tested an effort to strengthen the academic component of after-school programs. College Readiness. Too many students leave high school unprepared for the rigors of postsecondary education, often ending up in developmental (remedial) education when they enter college. MDRC has a number of projects focused on addressing this problem, including "bridge" programs that provide support and academic preparation before students enter college. Selected highlights in 2011 - Published a research synthesis of two rigorous, large-scale evaluations of professional development programs for elementary and middle school teachers - Started up the evaluations of two programs funded under the U.S. Department of Education's Investing in Innovation (i3) framework - the Success for All program to teach reading to elementary school students, which won a \$50 million scale-up award, and Diplomas Now, a high school reform model that is based on the Talent Development program that we studied in Philadelphia several years back, which won a \$30 million validation grant - Began fielding the evaluations of seven programs in the Edna McConnell Clark Foundation's Social Innovation Fund initiative: BELL Summer Learning, Communities in Schools, Gateway to College Network, Reading Partners, and The Seed Foundation - Prepared follow-up results from MDRC's study of small high school reform in New York City, which is providing rigorous evidence that these schools are narrowing the educational attainment gap and markedly improve graduation rates, particularly for disadvantaged students.</p>
GOVERNANCE, MANAGEMENT AND DISCLOSURE	PART VI SECTION A LINE 11A	<p>THE FORM 990 REVIEW PROCESS AT MDRC INCLUDES AN INTERNAL REVIEW BY MDRC'S SENIOR VICE PRESIDENT/CHIEF FINANCIAL OFFICER AND PRESIDENT, AS WELL AS EXTERNAL REVIEW BY GRANT THORNTON. THE FORM 990 IS THEN REVIEWED BY THE AUDIT COMMITTEE OF THE BOARD OF DIRECTORS. THE FULL BOARD IS PROVIDED WITH A COPY OF THE FORM 990 PRIOR TO ITS BEING FILED WITH THE IRS. THE FULL BOARD DISCUSSES THE FORM 990 POST-FILING AT ITS SCHEDULED ANNUAL MEETING IN DECEMBER. PART VI, SECTION B LINE 12C. Directors and officers are required to complete and sign an annual conflict of interest disclosure statement. The statements are reviewed by the corporate secretary and the president for actual or possible conflicts of interest. If any is disclosed, or inferred, these actual or possible conflicts of interest are brought to the attention of the chairman of the board. In response, the chairman might convene a group of disinterested directors to discuss and address the conflict. All employees, including officers who are also staff members and key employees, are required to read and sign a Code of Ethics, which includes information about conflicts of interest. Annually, each employee must sign a statement disclosing the presence or absence of conflicts of interest on behalf of the employee and family members. Failure to do so can result in disciplinary action up to and including termination. These statements are reviewed by the human resources department and, as appropriate, by counsel for a determination regarding action that should follow the reporting of an actual or potential conflict. In addition to the required annual report, all employees are instructed by the Code of Ethics that they have a responsibility to report a violation of the Code. Employees can report any such violation to MDRC supervisory personnel, the human resources department, or to an independent organization, Ethicspoint, which hosts an online site and toll-free number which employees can use to make complaints anonymously or in identifiable form. PART VI, SECTION B LINE 15A. THE FINANCE AND COMPENSATION COMMITTEE ("THE COMMITTEE") OF MDRC'S BOARD OF DIRECTORS ESTABLISHES EACH YEAR THE COMPENSATION AND BONUS PAYMENTS, IF ANY, FOR THE TOP PAID AND NEXT TWO TOP PAID OFFICERS OF THE ORGANIZATION BASED ON SURVEY INFORMATION PROVIDED TO THEM FROM BOTH INTERNAL AND EXTERNAL SOURCES. THE INDIVIDUALS ARE MESSRS BERLIN, AMADEO, AND IVRY. EACH YEAR MDRC'S HUMAN RESOURCES FUNCTION CONDUCTS A SURVEY OF POLICY RESEARCH ORGANIZATIONS THAT PERFORM SIMILAR RESEARCH WORK AS MDRC, TO ASCERTAIN THEIR PAY STRUCTURE FOR THE TOP AND SECOND TOP PAID OFFICERS - TYPICALLY THE CEO OR PRESIDENT AND THE COO/CFO. INCLUDED IN THIS SURVEY IS THE BASE SALARY AND BONUS PAYMENTS MADE TO THE TOP AND SECOND TOP PAID EXECUTIVES OF THESE OTHER POLICY RESEARCH FIRMS, ALONG WITH SUCH COMPARABLE FACTORS AS SIZE OF THE ORGANIZATION AS MEASURED BY HEADCOUNT AND OPERATING BUDGETS. THIS SURVEY INFORMATION IS SUPPLEMENTED BY COMPARABLE INFORMATION PROVIDED FROM AN EXTERNAL, THIRD PARTY CONSULTING FIRM CALLED THE NATIONAL THINK TANK COMPENSATION SURVEY (NTTC) CONDUCTED BY AKRON INCORPORATED, A WASHINGTON DC BASED COMPENSATION CONSULTING FIRM. THE NTTC COMPLETES THE BASE SALARY AND ANY BONUS PAYMENT INFORMATION PROVIDED BY SURVEY PARTICIPANTS AND DISPLAYS THE INFORMATION ANONYMOUSLY BY QUARTILE, LOCATION, AND FIRM SIZE (STATED IN TERMS OF EMPLOYEES AND BUDGET). SURVEY PARTICIPANTS INCLUDE COMPETING POLICY RESEARCH ORGANIZATIONS, AS WELL AS FOUNDATIONS, ENDOWMENTS, AND UNIVERSITIES. THE RESULTS OF BOTH THE IN-HOUSE AND EXTERNAL SURVEYS AND COMPARISON OF FORM 990S FOR THOSE COMPARABLE NON-FOR-PROFIT ORGANIZATIONS ARE PRESENTED TO THE COMMITTEE, WHICH THEN DELIBERATES, AND BASED ON THE INFORMATION PROVIDED, ESTABLISHES THE PAY LEVEL FOR MDRC'S PRESIDENT, CHIEF FINANCIAL OFFICER, AND DEVELOPMENT &amp; EXTERNAL AFFAIRS SENIOR VICE PRESIDENT. PART VI, SECTION B LINE 15B. THE COMMITTEE ESTABLISHES COMPENSATION LEVELS FOR THE CHIEF FINANCIAL OFFICER, AS REQUIRED BY THE CALIFORNIA NONPROFIT INTEGRITY ACT OF 2004, AND FOR ONE OTHER SENIOR OFFICER. COMPENSATION FOR THE REST OF THE OFFICERS AND EMPLOYEES IS BASED ON A RECOMMENDATION BY THE PRESIDENT TO THE COMMITTEE. HIS RECOMMENDATION ESTABLISHES A MERIT AND BONUS POOL FOR THE COMING YEAR, BASED ON THE ORGANIZATION'S STANDARD PAY PRACTICE (DESCRIBED BELOW). THE PRESIDENT SETS AND APPROVES THE SALARY LEVEL AND BONUS PAYMENTS FOR OFFICERS OTHER THAN THE CHIEF FINANCIAL OFFICER AND THE DEVELOPMENT AND EXTERNAL AFFAIRS SENIOR VICE PRESIDENT, AND FOR OTHER KEY EMPLOYEES. EACH YEAR MDRC'S PRESIDENT RECOMMENDS TO THE BOARD A SALARY POOL FOR MERIT INCREASES AND DISCRETIONARY BONUSES TO BE PAID TO OTHER OFFICERS AND KEY EMPLOYEES IN THE ORGANIZATION. THE MERIT INCREASE AND BONUS POOLS ARE GENERALLY COMPETITIVE WITHIN THE TWO MARKETPLACES IN WHICH THE ORGANIZATION COMPETES FOR HUMAN TALENT (NEW YORK AND CALIFORNIA). THE PRESIDENT BASES HIS RECOMMENDATIONS ON SURVEY INFORMATION PROVIDED BY THE ORGANIZATION'S HUMAN RESOURCES DEPARTMENT, WHICH IN TURN OBTAINS LOCAL LABOR MARKET PAY PRACTICES FROM EXTERNAL THIRD PARTY CONSULTING FIRMS SUCH AS MERCER HUMAN RESOURCES CONSULTING AND TOWERS PERRIN CONSULTING, AS WELL AS CONDUCTING A SURVEY OF PAY PRACTICES FROM OTHER POLICY RESEARCH ORGANIZATIONS. TYPICAL MERIT INCREASE POOLS IN RECENT YEARS HAVE BEEN IN THE FOUR PERCENT (4%) TO FIVE PERCENT (5%) RANGE. ONCE THE MERIT INCREASE POOL HAS BEEN ESTABLISHED AND APPROVED BY THE BOARD, MDRC ESTABLISHES EACH EMPLOYEE'S SALARY BASED ON TWO FACTORS: PERFORMANCE ON THE JOB DURING THE MOST RECENT CALENDAR YEAR (MDRC USES A FOUR TIER PERFORMANCE RATING SYSTEM), AND WHERE AN EMPLOYEE'S SALARY FALLS WITHIN THE SALARY RANGE ESTABLISHED FOR THEIR POSITION (CALLED A COMPARATIO). HOLDING PERFORMANCE CONSTANT, MDRC'S COMPENSATION SYSTEM PROVIDES A GREATER INCREASE IN SALARY TO THOSE EMPLOYEES WHO ARE LOW IN THEIR SALARY RANGES AND PROVIDES SMALLER INCREASES IN SALARY TO THOSE EMPLOYEES WHO ARE HIGH IN THEIR SALARY RANGES. SALARY RANGES ARE DETERMINED BY AN INTERNAL JOB EVALUATION COMMITTEE BASED ON JOB DESCRIPTIONS OF WORK PERFORMED, COUPLED WITH LABOR MARKET SALARY INFORMATION FROM THIRD PARTY SOURCES. THE SAME SALARY SYSTEM IS DEPLOYED FOR OTHER OFFICERS, KEY EMPLOYEES, AND THE GENERAL EMPLOYEE POPULATION OF THE ORGANIZATION. PART VI, SECTION C LINE 19. MDRC'S FINANCIAL STATEMENTS ARE MADE AVAILABLE TO THE PUBLIC THROUGH THE MDRC WEBSITE AND A HARD COPY IS PROVIDED UPON REQUEST. MDRC'S GOVERNING DOCUMENTS AND CONFLICT OF INTEREST POLICY ARE GENERALLY AVAILABLE TO THE PUBLIC UPON REQUEST.</p>
OTHER changes in net assets	PART XI, LINE 5, Other changes in net assets	Unrealized appreciation in fair market value of investments - \$1,296,556

# Additional Data

**Software ID:**  
**Software Version:**  
**EIN:** 23-7379473  
**Name:** MDRC

## Form 990, Special Condition Description:

<b>Special Condition Description</b>
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## Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

<b>4d. Other program services</b>
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(Code ) (Expenses \$ 7,258,582 including grants of \$ 1,608,594 ) (Revenue \$ )
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YOUTH AND POSTSECONDARY EDUCATION

(Code ) (Expenses \$ 6,828,811 including grants of \$ 206,180 ) (Revenue \$ 41,937 )
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K-12 EDUCATION

(Code ) (Expenses \$ 2,466,185 including grants of \$ ) (Revenue \$ )
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INFORMATION DISSEMINATION, PROGRAM DEVELOPMENT