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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 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	C Name of organization INSTITUTE FOR THE FUTURE		D Employer identification number 95-2540449
	Doing Business As		E Telephone number (650) 854-6322
	Number and street (or P O box if mail is not delivered to street address) Room/suite 124 UNIVERSITY AVENUE 2ND FLOOR	G Gross receipts \$ 8,153,196	
	City or town, state or country, and ZIP + 4 PALO ALTO, CA 94301		
F Name and address of principal officer KIM LAWRENCE 124 UNIVERSITY AVENUE 2ND FLOOR PALO ALTO, CA 94301		H(a) Is this a group return for affiliates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all affiliates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list (see instructions) H(c) Group exemption number ▶	
I 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			
J Website: ▶ WWW IFTF ORG			
K Form of organization <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		L Year of formation 1968	M State of legal domicile CA

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities PROVIDE FUTURE FORECASTING TO ORGANIZATIONS WORLDWIDE		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets		
	3 Number of voting members of the governing body (Part VI, line 1a)	3	11
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	8
	5 Total number of individuals employed in calendar year 2011 (Part V, line 2a)	5	41
	6 Total number of volunteers (estimate if necessary)	6	8
	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
b Net unrelated business taxable income from Form 990-T, line 34	7b	0	
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9 Program service revenue (Part VIII, line 2g)	14,150	3,053
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	7,000,167	8,131,538
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	3,378	1,487
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	9,802	17,118
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	7,027,497	8,153,196
	14 Benefits paid to or for members (Part IX, column (A), line 4)	0	0
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	0	0
	16a Professional fundraising fees (Part IX, column (A), line 11e)	4,213,816	4,243,320
	b Total fundraising expenses (Part IX, column (D), line 25) ▶ ⁰	0	0
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	2,736,598	3,382,823
	18 Total expenses Add lines 13-17 (must equal Part IX, column (A), line 25)	6,950,414	7,626,143
19 Revenue less expenses Subtract line 18 from line 12	77,083	527,053	
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	Beginning of Current Year	End of Year
	21 Total liabilities (Part X, line 26)	3,839,103	3,846,144
	22 Net assets or fund balances Subtract line 21 from line 20	1,996,893	1,674,878
		1,842,210	2,171,266

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.

Sign Here	***** Signature of officer	2012-11-14 Date
	KIM LAWRENCE DIRECTOR OF FINANCE Type or print name and title	

Paid Preparer's Use Only	Preparer's signature ▶ TAMARA L BONGI	Date	Check if self-employed <input type="checkbox"/>	Preparer's taxpayer identification number (see instructions) P01200780
	Firm's name (or yours if self-employed), address, and ZIP + 4 HOOD & STRONG LLP 100 FIRST STREET 14TH FLOOR SAN FRANCISCO, CA 94105	EIN ▶ 94-1254756		Phone no ▶ (415) 781-0793

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

WE CATALYZE THE GLOBAL COMMUNITY TO THINK SYSTEMATICALLY ABOUT THE FUTURE AS AN INDEPENDENT NONPROFIT, WE ARE LEADING INNOVATORS IN THE SYSTEMATIC AND COMPREHENSIVE RESEARCH OF THE LONG-TERM FUTURE, PROVIDING METHODOLOGIES AND TOOLS THAT ENGAGE BOTH THE PRIVATE AND PUBLIC SECTORS IN ORDER TO DISCERN AND COPE WITH TODAY'S SOCIETAL DILEMMAS, AVOID CREATION OF MORE COMPLEX DILEMMAS TOMORROW, AND CREATE NEW, IMPORTANT ALTERNATIVES IN SHAPING THE GLOBAL FUTURE

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

4a (Code) (Expenses \$ 472,115 including grants of \$) (Revenue \$ 1,029,080)

TECHNOLOGY HORIZONS PROGRAM - THE TECHNOLOGY HORIZONS PROGRAM COMBINES A DEEP UNDERSTANDING OF TECHNOLOGY AND SOCIETAL FORCES TO IDENTIFY AND EVALUATE DISCONTINUITIES AND INNOVATIONS IN THE NEXT THREE TO TEN YEARS WE HELP ORGANIZATIONS DEVELOP INSIGHTS AND STRATEGIC TOOLS TO BETTER POSITION THEMSELVES FOR THE FUTURE OUR APPROACH TO TECHNOLOGY FORECASTING IS UNIQUE-WE PUT PEOPLE AT THE CENTER OF OUR FORECASTS UNDERSTANDING HUMANS AS CONSUMERS, WORKERS, HOUSEHOLDERS, AND COMMUNITY MEMBERS ALLOWS IFTF TO HELP COMPANIES LOOK BEYOND TECHNICAL FEASIBILITY TO IDENTIFY THE VALUE IN NEW TECHNOLOGIES, FORECAST ADOPTION AND DIFFUSION PATTERNS, AND DISCOVER NEW MARKET OPPORTUNITIES AND THREATS THIS IS AN ANNUAL MEMBERSHIP PROGRAM THAT, ALONG WITH ALL OTHER CORE FOUNDATIONAL MULTICLIENT PROGRAMS, PROVIDES THE BUILDING BLOCKS FOR INITIATIVES THAT FURTHER OUR MISSION IN LEADING THE EFFORTS ON LONG-TERM THINKING, WHILE ALSO SUPPORTING ONGOING PUBLIC AND PRIVATE SECTOR SPECIAL PROJECTS THAT PUSHES OUR RESEARCH IN NEW AREAS OF STUDY

4b (Code) (Expenses \$ 527,131 including grants of \$) (Revenue \$ 956,227)

HEALTH HORIZONS PROGRAM - THE HEALTH HORIZONS PROGRAM COMBINES A DEEP UNDERSTANDING OF THE GLOBAL HEALTH ECONOMY, USER BEHAVIOR, HEALTH AND MEDICAL TECHNOLOGIES, HEALTH CARE DELIVERY SYSTEM, AND SOCIETAL FORCES TO IDENTIFY AND EVALUATE EMERGING TRENDS, DISCONTINUITIES, AND INNOVATIONS IN THE NEXT THREE TO TEN YEARS WE HELP ORGANIZATIONS WORK WITH FORESIGHTS TO DEVELOP INSIGHTS AND STRATEGIC TOOLS TO BETTER POSITION THEMSELVES IN THE MARKETPLACE THIS IS AN ANNUAL MEMBERSHIP PROGRAM THAT, ALONG WITH ALL OTHER CORE FOUNDATIONAL MULTICLIENT PROJECTS, PROVIDES THE BUILDING BLOCKS FOR INITIATIVES THAT FURTHER OUR MISSION IN LEADING THE EFFORTS ON LONG-TERM THINKING, WHILE ALSO SUPPORTING ONGOING PUBLIC AND PRIVATE SECTOR SPECIAL PROJECTS THAT PUSHES OUR RESEARCH IN NEW AREAS OF STUDY

4c (Code) (Expenses \$ 377,172 including grants of \$) (Revenue \$ 769,088)

TEN-YEAR FORECAST PROGRAM - FOR NEARLY FOUR DECADES, THE TEN-YEAR FORECAST PROGRAM HAS BEEN A LEADING SOURCE OF FORESIGHT FOR A VANGUARD OF BUSINESS, GOVERNMENT, AND NONPROFIT ORGANIZATIONS IT IS A PLATFORM FOR SENSING TODAY'S LATENT SIGNALS, TRACKING THEIR INTERSECTIONS TO UNDERSTAND THE ECOSYSTEM OF CHOICES, AND THEN DESIGNING PLATFORMS FOR FUTURE RESILIENCE FOCUSING ON THE NEXT THREE TO TEN YEARS, THE PROGRAM ANTICIPATES DISCONTINUITIES AND EMERGING DILEMMAS-DISCONTINUITIES BECAUSE THEY CHALLENGE BUSINESS AS USUAL AND DILEMMAS BECAUSE THEY DEMAND NEW WAYS OF THINKING ABOUT COMPLEX PROBLEMS TOGETHER, DISCONTINUITIES AND DILEMMAS PROVIDE A VISTA OF NEW PRACTICES AND POINTS OF VIEW THAT WILL SHAPE TOMORROW'S ORGANIZATIONS AND TODAY'S CHOICES THIS IS AN ANNUAL MEMBERSHIP PROGRAM THAT, ALONG WITH ALL OTHER CORE FOUNDATIONAL MULTICLIENT PROJECTS, PROVIDES THE BUILDING BLOCKS FOR INITIATIVES THAT FURTHER OUR MISSION IN LEADING THE EFFORTS ON LONG-TERM THINKING, WHILE ALSO SUPPORTING ONGOING PUBLIC AND PRIVATE SECTOR SPECIAL PROJECTS THAT PUSHES OUR RESEARCH IN NEW AREAS OF STUDY

(Code) (Expenses \$ 2,423,869 including grants of \$) (Revenue \$ 5,393,149)

THIS CATEGORY INCLUDES THE WRAP-UP OF THE GLOBAL FOOD OUTLOOK PROGRAM FOR 2010-2011, ALONG WITH SPECIAL PROJECTS AND REIMBURSABLE EXPENSE AND REVENUE

4d Other program services (Describe in Schedule O)

(Expenses \$ 2,423,869 including grants of \$) (Revenue \$ 5,393,149)

4e Total program service expenses \$ 3,800,287

Part IV Checklist of Required Schedules

		Yes	No
1	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>	Yes	
2	Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> (see instructions)?		No
3	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
4	Section 501(c)(3) organizations. 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
5	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
6	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>		No
7	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>		No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III.</i>		No
9	Did the organization report an amount in Part X, line 21, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV.</i>		No
10	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>		No
11	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		
a	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>	Yes	
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>		No
c	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>		No
d	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>		No
e	Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X.</i>		No
f	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>	Yes	
12a	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>	Yes	
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>		No
13	Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E.</i>		No
14a	Did the organization maintain an office, employees, or agents outside of the United States?		No
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
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the U S? <i>If "Yes," complete Schedule F, Part II and IV.</i>		No
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the U S? <i>If "Yes," complete Schedule F, Part III and IV.</i>		No
17	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
18	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
19	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
20a	Did the organization operate one or more hospitals? <i>If "Yes," complete Schedule H.</i>		No
b	If "Yes" to line 20a, did the organization attach its audited financial statement to this return? Note. All Form 990 filers that operated one or more hospitals must attach audited financial statements.		

Part IV Checklist of Required Schedules (continued)

21	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>	21		No
22	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>	22		No
23	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>	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer questions 24b-24d and complete Schedule K. If "No," go to line 25</i>	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a		No
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>	25b		No
26	Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II</i>	26		No
27	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>	27		No
28	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)			
a	A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28a		No
b	A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28b		No
c	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>	28c		No
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32		No
33	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>	33		No
34	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>	34		No
35a	Is any related organization a controlled entity of the filing organization within the meaning of section 512(b)(13)?	35a		No
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>	35b		No
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36		No
37	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>	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? Note. All Form 990 filers are required to complete Schedule O	38	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 sub-questions 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, 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

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year		
	1a 11		
b	Enter the number of voting members included in line 1a, above, who are independent		
	1b 8		
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
b	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		
a	The governing body?	Yes	
b	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.)

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates?		No
b	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	
b	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	
b	Were officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	Yes	
c	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?		
a	The organization's CEO, Executive Director, or top management official	Yes	
b	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
b	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

17	List the States with which a copy of this Form 990 is required to be filed <input checked="" type="checkbox"/> CA
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. <input type="checkbox"/> Own website <input type="checkbox"/> Another's website <input checked="" type="checkbox"/> 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 <input checked="" type="checkbox"/> KIM LAWRENCE 124 UNIVERSITY AVENUE PALO ALTO, CA 94301 (650) 233-9540

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) ELLEN MARRAM BOARD MEMBER	1 00	X						0	0	0
(2) ARON CRAMER BOARD MEMBER	1 00	X						0	0	0
(3) KAREN EDWARDS BOARD MEMBER	1 00	X						0	0	0
(4) DEBRA ENGEL BOARD MEMBER	1 00	X						0	0	0
(5) LARRY SMARR BOARD MEMBER	1 00	X						0	0	0
(6) ROBERT SUTTON BOARD MEMBER	1 00	X						0	0	0
(7) KELLY TRAVER BOARD MEMBER	1 00	X						0	0	0
(8) LAWRENCE WILKINSON BOARD MEMBER	1 00	X						0	0	0
(9) MARINA GORBIS EXECUTIVE DIRECTOR	40 00	X		X				250,151	0	48,178
(10) RODRIGO FALCON DIR HEALTH HORIZONS	40 00	X						173,451	0	24,867
(11) JEAN HAGAN DIR COMMUNICATIONS	40 00	X						152,047	0	37,892
(12) KIMBERLEY LAWRENCE DIRECTOR OF FINANCE	40 00			X				114,271	0	33,268
(13) ROBERT JOHANSEN IFTF DISTINGUISHED FELLOW	40 00				X			230,207	0	37,841
(14) KATHLEEN VIAN DIR TEN YEAR FORECAST PROGRAM	40 00				X			174,014	0	31,850
(15) MICHAEL SEAN NESS BUS DEV MANAGER	40 00				X			202,516	0	21,150
(16) DAWN ALVA BUS DEV MANAGER	40 00					X		148,425	0	29,580
(17) LYN JEFFERY DIR TECHNOLOGY HORIZONS	40 00					X		138,665	0	35,216

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	
Contributions, gifts, grants and other similar amounts	1a	Federated campaigns 1a					
	b	Membership dues 1b					
	c	Fundraising events 1c					
	d	Related organizations 1d					
	e	Government grants (contributions) 1e					
	f	All other contributions, gifts, grants, and similar amounts not included above 1f	3,053				
	g	Noncash contributions included in lines 1a-1f \$ _____					
	h	Total. Add lines 1a-1f	3,053				
Program Service Revenue			Business Code				
	2a	SPECIAL PROJECT REVENUE	541700	5,132,406	5,132,406		
	b	MEMBERSHIP DUES	541700	2,999,132	2,999,132		
	c						
	d						
	e						
	f	All other program service revenue					
g	Total. Add lines 2a-2f		8,131,538				
Other Revenue	3	Investment income (including dividends, interest and other similar amounts)		1,487		1,487	
	4	Income from investment of tax-exempt bond proceeds					
	5	Royalties		16,006	16,006		
	6a	(i) Real		(ii) Personal			
		Gross rents					
		Less rental expenses					
		Rental income or (loss)					
	d	Net rental income or (loss)					
	7a	(i) Securities		(ii) Other			
		Gross amount from sales of assets other than inventory					
		Less cost or other basis and sales expenses					
		Gain or (loss)					
	d	Net gain or (loss)					
	8a	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18					
	a						
b	Less direct expenses b						
c	Net income or (loss) from fundraising events						
9a	Gross income from gaming activities See Part IV, line 19						
a							
b	Less direct expenses b						
c	Net income or (loss) from gaming activities						
10a	Gross sales of inventory, less returns and allowances						
a							
b	Less cost of goods sold b						
c	Net income or (loss) from sales of inventory						
Miscellaneous Revenue		Business Code					
11a	OTHER REVENUE	541700	1,112		1,112		
b							
c							
d	All other revenue						
e	Total. Add lines 11a-11d		1,112				
12	Total revenue. See Instructions		8,153,196	8,147,544	0	2,599	

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to governments and organizations in the United States See Part IV, line 21				
2	Grants and other assistance to individuals in the United States See Part IV, line 22				
3	Grants and other assistance to governments, organizations, and individuals outside the United States See Part IV, lines 15 and 16				
4	Benefits paid to or for members				
5	Compensation of current officers, directors, trustees, and key employees	1,814,246	538,399	1,275,847	
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7	Other salaries and wages	1,681,474	1,089,347	592,127	
8	Pension plan contributions (include section 401(k) and section 403(b) employer contributions)	134,309	69,841	64,468	
9	Other employee benefits	277,219	144,154	133,065	
10	Payroll taxes	336,072	176,436	159,636	
11	Fees for services (non-employees)				
a	Management	51,353		51,353	
b	Legal	10,548		10,548	
c	Accounting	26,600		26,600	
d	Lobbying				
e	Professional fundraising See Part IV, line 17				
f	Investment management fees				
g	Other	1,001,346	806,894	194,452	
12	Advertising and promotion				
13	Office expenses	290,185	115,946	174,239	
14	Information technology	185,908	27,614	158,294	
15	Royalties				
16	Occupancy	536,157		536,157	
17	Travel	925,491	815,658	109,833	
18	Payments of travel or entertainment expenses for any federal, state, or local public officials				
19	Conferences, conventions, and meetings	15,998	15,998		
20	Interest				
21	Payments to affiliates				
22	Depreciation, depletion, and amortization	42,493		42,493	
23	Insurance	18,270		18,270	
24	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)				
a	INCENTIVE COMPENSATION	278,474		278,474	
b					
c					
d					
e					
f	All other expenses				
25	Total functional expenses. Add lines 1 through 24f	7,626,143	3,800,287	3,825,856	0
26	Joint costs. 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
Assets	1 Cash—non-interest-bearing	537,323	1	268,961
	2 Savings and temporary cash investments	1,297,512	2	1,300,855
	3 Pledges and grants receivable, net		3	
	4 Accounts receivable, net	1,866,032	4	2,131,117
	5 Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L		5	
	6 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		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges	13,440	9	12,659
	10a Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	482,566		
	b Less accumulated depreciation	371,244	103,566	10c 111,322
	11 Investments—publicly traded securities		11	
	12 Investments—other securities See Part IV, line 11		12	
	13 Investments—program-related See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets See Part IV, line 11	21,230	15	21,230
16 Total assets. Add lines 1 through 15 (must equal line 34)	3,839,103	16	3,846,144	
Liabilities	17 Accounts payable and accrued expenses	642,241	17	766,073
	18 Grants payable		18	
	19 Deferred revenue	1,354,652	19	908,805
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability Complete Part IV of Schedule D		21	
	22 Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 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		25	
	26 Total liabilities. Add lines 17 through 25	1,996,893	26	1,674,878
Net Assets or Fund Balances	Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets	1,789,428	27	2,103,038
	28 Temporarily restricted net assets	52,782	28	68,228
	29 Permanently restricted net assets		29	
	Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 30 through 34.			
	30 Capital stock or trust principal, or current funds		30	
	31 Paid-in or capital surplus, or land, building or equipment fund		31	
	32 Retained earnings, endowment, accumulated income, or other funds		32	
33 Total net assets or fund balances	1,842,210	33	2,171,266	
34 Total liabilities and net assets/fund balances	3,839,103	34	3,846,144	

Part XI Reconciliation of Net Assets

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

1	Total revenue (must equal Part VIII, column (A), line 12)	1	8,153,196
2	Total expenses (must equal Part IX, column (A), line 25)	2	7,626,143
3	Revenue less expenses Subtract line 2 from line 1	3	527,053
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	1,842,210
5	Other changes in net assets or fund balances (explain in Schedule O)	5	-197,997
6	Net assets or fund balances at end of year Combine lines 3, 4, and 5 (must equal Part X, line 33, column (B))	6	2,171,266

Part XII Financial Statements and Reporting

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

		Yes	No
1	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		
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?		No
b	Were the organization's financial statements audited by an independent accountant?	Yes	
c	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	
d	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		
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		No
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		

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
INSTITUTE FOR THE FUTURE

Employer identification number

95-2540449

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
11g(i)		
11g(ii)		
11g(iii)		

(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	
Total									

Part II Support Schedule for Organizations Described in IRC 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I 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
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3						
5 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)						
6 Public Support. Subtract line 5 from line 4						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income (Explain in Part IV.) Do not include gain or loss from the sale of capital assets						
11 Total support (Add lines 7 through 10)						
12 Gross receipts from related activities, etc. (See instructions)					12	

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

14 Public Support Percentage for 2011 (line 6 column (f) divided by line 11 column (f))	14	
15 Public Support Percentage for 2010 Schedule A, Part II, line 14	15	

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
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")	3,389,433	3,047,172	2,185,342	2,940,399	3,053	11,565,399
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose	4,354,584	6,038,409	4,613,759	4,079,114	8,131,538	27,217,404
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5	7,744,017	9,085,581	6,799,101	7,019,513	8,134,591	38,782,803
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						0
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						0
c Add lines 7a and 7b						0
8 Public Support (Subtract line 7c from line 6)						38,782,803

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
9 Amounts from line 6	7,744,017	9,085,581	6,799,101	7,019,513	8,134,591	38,782,803
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	48,162	23,202	7,474	3,378	17,493	99,709
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b	48,162	23,202	7,474	3,378	17,493	99,709
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)	11,522	13,420	18,262	4,606	1,112	48,922
13 Total support (Add lines 9, 10c, 11 and 12)	7,803,701	9,122,203	6,824,837	7,027,497	8,153,196	38,931,434
14 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 <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

15 Public Support Percentage for 2011 (line 8 column (f) divided by line 13 column (f))	15	99.620 %
16 Public support percentage from 2010 Schedule A, Part III, line 15	16	99.570 %

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2011 (line 10c column (f) divided by line 13 column (f))	17	0.260 %
18 Investment income percentage from 2010 Schedule A, Part III, line 17	18	0.300 %

- 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).

Facts And Circumstances Test

Explanation

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 INSTITUTE FOR THE FUTURE

Employer identification number 95-2540449

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

	Amount
1c Beginning balance	
1d Additions during the year	
1e Distributions during the year	
1f Ending balance	

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

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

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

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

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

- a** Board designated or quasi-endowment ▶
- b** Permanent endowment ▶
- c** Term endowment ▶

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

	Yes	No
(i) unrelated organizations	3a(i)	
(ii) related organizations	3a(ii)	
b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?	3b	

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.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		68,503	68,503	0
d Equipment		198,297	159,301	38,996
e Other		215,766	143,440	72,326
Total. Add lines 1a-1e (Column (d) should equal Form 990, Part X, column (B), line 10(c).)				111,322

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

1	Total revenue (Form 990, Part VIII, column (A), line 12)	1	8,153,196
2	Total expenses (Form 990, Part IX, column (A), line 25)	2	7,626,143
3	Excess or (deficit) for the year Subtract line 2 from line 1	3	527,053
4	Net unrealized gains (losses) on investments	4	
5	Donated services and use of facilities	5	-10,122
6	Investment expenses	6	
7	Prior period adjustments	7	
8	Other (Describe in Part XIV)	8	-187,875
9	Total adjustments (net) Add lines 4 - 8	9	-197,997
10	Excess or (deficit) for the year per financial statements Combine lines 3 and 9	10	329,056

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

1	Total revenue, gains, and other support per audited financial statements	1	8,153,196
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
a	Net unrealized gains on investments	2a	
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIV)	2d	
e	Add lines 2a through 2d	2e	0
3	Subtract line 2e from line 1	3	8,153,196
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIV)	4b	
c	Add lines 4a and 4b	4c	0
5	Total Revenue Add lines 3 and 4c . (This should equal Form 990, Part I, line 12)	5	8,153,196

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

1	Total expenses and losses per audited financial statements	1	7,824,140
2	Amounts included on line 1 but not on Form 990, Part IX, line 25		
a	Donated services and use of facilities	2a	10,122
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIV)	2d	187,875
e	Add lines 2a through 2d	2e	197,997
3	Subtract line 2e from line 1	3	7,626,143
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIV)	4b	
c	Add lines 4a and 4b	4c	0
5	Total expenses Add lines 3 and 4c . (This should equal Form 990, Part I, line 18)	5	7,626,143

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
DESCRIPTION OF UNCERTAIN TAX POSITIONS UNDER FIN 48	PART X	THE INSTITUTE HAS BEEN DETERMINED TO BE EXEMPT FROM FEDERAL AND STATE INCOME TAXES PURSUANT TO SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE AND SECTION 23701(D) OF THE CALIFORNIA REVENUE AND TAXATION CODE IN ADDITION, THE INSTITUTE HAS BEEN DETERMINED BY THE INTERNAL REVENUE SERVICE NOT TO BE A PRIVATE FOUNDATION WITHIN THE MEANING OF SECTION 509(A) OF THE INTERNAL REVENUE CODE MANAGEMENT EVALUATED THE INSTITUTE'S TAX POSITIONS AND CONCLUDED THAT THE INSTITUTE HAD MAINTAINED ITS TAX-EXEMPT STATUS AND HAD TAKEN NO UNCERTAIN TAX POSITIONS THAT REQUIRE ADJUSTMENT TO THE FINANCIAL STATEMENTS THEREFORE, NO PROVISIONS OR LIABILITY FOR INCOME TAXES HAS BEEN INCLUDED IN THE FINANCIAL STATEMENTS WITH FEW EXCEPTIONS, THE INSTITUTE IS NO LONGER SUBJECT TO INCOME TAX EXAMINATION BY TAX AUTHORITIES FOR TAX YEARS BEFORE 2007
PART XI, LINE 8 - OTHER ADJUSTMENTS		ACCRUED INCENTIVE COMPENSATION -187,875

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
INSTITUTE FOR THE FUTURE

Employer identification number

95-2540449

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

- First-class or charter travel
- Travel for companions
- Tax idemnification and gross-up payments
- Discretionary spending account
- Housing allowance or residence for personal use
- Payments for business use of personal residence
- Health or social club dues or initiation fees
- 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

- Compensation committee
- Independent compensation consultant
- Form 990 of other organizations
- Written employment contract
- Compensation survey or study
- 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
1b		
2		
4a		No
4b		No
4c		No
5a	Yes	
5b		No
6a		No
6b		No
7		No
8		No
9		

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) MARINA GORBIS	(i)	240,620	9,531	0	25,722	22,456	298,329	0
	(ii)	0	0	0	0	0	0	0
(2) RODRIGO FALCON	(i)	163,779	9,672	0	17,242	7,625	198,318	0
	(ii)	0	0	0	0	0	0	0
(3) JEAN HAGAN	(i)	142,247	9,800	0	15,577	22,315	189,939	0
	(ii)	0	0	0	0	0	0	0
(4) ROBERT JOHANSEN	(i)	219,222	10,985	0	23,044	14,797	268,048	0
	(ii)	0	0	0	0	0	0	0
(5) KATHLEEN VIAN	(i)	162,703	11,311	0	17,159	14,691	205,864	0
	(ii)	0	0	0	0	0	0	0
(6) MICHAEL SEAN NESS	(i)	198,580	3,936	0	8,421	12,729	223,666	0
	(ii)	0	0	0	0	0	0	0
(7) DAWN ALVA	(i)	144,925	3,500	0	7,273	22,307	178,005	0
	(ii)	0	0	0	0	0	0	0
(8) LYN JEFFERY	(i)	133,665	5,000	0	13,500	21,716	173,881	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 5	THE INCENTIVE COMPENSATION PLAN TAKES INTO CONSIDERATION THE OVERALL ORGANIZATIONAL AND STAFF PERFORMANCE GOALS AS PART OF THE PLAN, THE ORGANIZATION MUST MEET ITS ANNUAL BUDGETARY GOALS AS APPROVED BY THE BOARD OF TRUSTEES, WHICH INCLUDES MEETING OR EXCEEDING FUNDING, REVENUE, AND NET ASSET GOALS. IT IS DETERMINED AT EACH ANNUAL MEETING THE AMOUNT TO BE ACCRUED AS PART THE ANNUAL BUDGET, AS WELL AS REVIEW AND APPROVE THE ORGANIZATIONAL PROPOSAL FOR DISTRIBUTION OF THE PRIOR YEAR'S INCENTIVE COMPENSATION ACCRUAL POOL.

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

**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.**

OMB No 1545-0047

2011

**Open to Public
Inspection**

Name of the organization
INSTITUTE FOR THE FUTURE

Employer identification number

95-2540449

Identifier	Return Reference	Explanation
	FORM 990, PART VI, SECTION B, LINE 11	THE AUDIT COMMITTEE REVIEWED THE DRAFT FORM 990 AND MET IN ORDER TO PROVIDE A FORUM TO ASK ANY QUESTIONS OF THE DIRECTOR OF FINANCE, EXECUTIVE DIRECTOR, OR THE TAX PREPARATION ORGANIZATION THE AUDIT COMMITTEE CHAIR THEN PROVIDED THE DRAFT DOCUMENT TO THE FULL BOARD FOR REVIEW AND APPROVAL UPON APPROVAL OF THE BOARD, THE BOARD CHAIRMAN DIRECTED THE DIRECTOR OF FINANCE TO FINALIZE AND TO FILE THE FINALIZED FORM 990 AND ANY OTHER REQUIRED DOCUMENTATION

Identifier	Return Reference	Explanation
	FORM 990, PART VI, SECTION B, LINE 12C	IFTF DIRECTORS, OFFICERS, KEY EMPLOYEES, ALL STAFF, AND CONTRACTORS SIGN A NONDISCLOSURE AGREEMENT CONTAINING A CONFLICT OF INTEREST POLICY STAFF AND CONTRACTORS ARE REQUIRED TO INFORM IFTF OF POTENTIAL CONFLICTS THE ORGANIZATION EMPLOYS A STRONG WEB PROCESS TO SEARCH FOR OUTSIDE ARTICLES/INFORMATION AND UTILIZES STRONG STAFF COMMUNICATIONS TO MONITOR ANY ISSUES IFTF PROGRAM DIRECTORS AND RESEARCH MANAGERS WORK DIRECTLY WITH CONSULTANTS TO UNDERSTAND THEIR OUTSIDE PROJECTS AND NOTIFY MANAGEMENT ACCORDINGLY IFTF BOARD MEMBERS ARE DIRECTED BY A CHARTER AND ROLES AND RESPONSIBILITIES DOCUMENTATION MAINTAINING CONFLICTS OF INTEREST AS WELL AS WHISTLEBLOWER POLICIES

Identifier	Return Reference	Explanation
	FORM 990, PART VI, SECTION B, LINE 15	EXECUTIVE DIRECTOR (CEO) COMPENSATION IS DETERMINED AND APPROVED BY THE BOARD OF TRUSTEES UPON COMPLETION OF EXECUTIVE DIRECTOR'S ANNUAL REVIEW WITH THE BOARD IN 2011, AND INDEPENDENT CONSULTANT PERFORMED A COMPENSATION STUDY TO DETERMINE IF ORGANIZATIONAL SALARIES FOR THE EXECUTIVE DIRECTOR, MANAGEMENT TEAM, AND RESEARCH STAFF WERE IN-LINE WITH OTHER NONPROFITS AND/OR SIMILAR RESEARCH ORGANIZATIONS OUTSIDE SURVEYS, INTERVIEWS, AND OTHER REGIONAL BENCHMARKS WERE USED AS A COMPARATIVE BASE. A PROPOSAL IS ALSO PROVIDED TO THE BOARD AS PART OF THE ANNUAL MEETING'S YEARLY BUDGET APPROVAL PROCESS BY THE BOARD, INCLUDING FULL STAFF SALARIES AND INCENTIVE COMPENSATION ACCRUALS AND DISTRIBUTIONS. NO SALARY INCREASES OR INCENTIVE COMPENSATION IS PAID OUT WITHOUT THE BOARD APPROVAL OF THE PROPOSAL. THE BOARD MAINTAINS THE RIGHT TO ASK FOR ANY ADJUSTMENTS TO THE PROPOSAL.

Identifier	Return Reference	Explanation
	FORM 990, PART VI, SECTION C, LINE 19	FINANCIAL STATEMENTS, CONFLICT OF INTEREST POLICY, AND GOVERNING DOCUMENTS ARE AVAILABLE UPON REQUEST

Identifier	Return Reference	Explanation
		<p>FORM 990, PART III AS PART OF FUNCTIONAL EXPENSES, GENERAL ADMINISTRATION AND MANAGEMENT COSTS ARE REALLOCATED TO ALL DIRECT BILLED PROJECTS AS A PERCENTAGE OF TOTAL OVERHEAD COSTS APPLIED TO ALL LABOR AND FRINGE BENEFIT COSTS AS AN EXAMPLE, WHEREAS THE DIRECT PROJECT COST FOR THE TECHNOLOGY HORIZONS PROGRAM SHOWS DIRECT EXPENDITURES AT \$472,115 (DIRECT LABOR, FRINGE, AND OTHER DIRECT COSTS), IT DOES NOT SHOW THE APPLIED OVERHEAD ALLOCATION OF ALL GENERAL ADMINISTRATION AND MANagements TO THE PROJECT OF APPROXIMATELY \$558,350, BRINGING THE ACTUAL COST TO RUN THE PROJECT AT \$1,030,465 THE OVERHEAD ALLOCATION IS APPLIED TO THE PROJECT AT EACH PAYROLL PERIOD AS PART OF A JOB COST ALLOCATION, AND IT IS ADJUSTED ACCORDINGLY</p>

Identifier	Return Reference	Explanation
CHANGES IN NET ASSETS OR FUND BALANCES	FORM 990, PART XI, LINE 5	DONATED SERVICES AND USE OF FACILITIES -10,122 ACCRUED INCENTIVE COMPENSATION -187,875 TOTAL TO FORM 990, PART XI, LINE 5 -197,997

Additional Data

Software ID:

Software Version:

EIN: 95-2540449

Name: INSTITUTE FOR THE FUTURE

Form 990, Special Condition Description:

Special Condition Description

Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

4d. Other program services

(Code) (Expenses \$ 2,423,869 including grants of \$) (Revenue \$ 5,393,149)

THIS CATEGORY INCLUDES THE WRAP-UP OF THE GLOBAL FOOD OUTLOOK PROGRAM FOR 2010-2011, ALONG WITH SPECIAL PROJECTS AND REIMBURSABLE EXPENSE AND REVENUE