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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 09-01-2011 and ending 08-31-2012

- B** Check if applicable:
 Address change
 Name change
 Initial return
 Terminated
 Amended return
 Application pending

C Name of organization
 CATALYST INC

Doing Business As

Number and street (or P O box if mail is not delivered to street address) Room/suite
 120 WALL STREET NO 15 FL

City or town, state or country, and ZIP + 4
 NEW YORK, NY 10005

D Employer identification number
 13-1992402

E Telephone number
 (212) 514-7600

G Gross receipts \$ 25,930,316

F Name and address of principal officer
 ILENE H LANG
 120 WALL STREET NO 15 FL
 NEW YORK, NY 10005

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

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

H(c) Group exemption number ▶

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

J Website: ▶ WWW.CATALYST.ORG

K Form of organization Corporation Trust Association Other ▶

L Year of formation 1962 **M** State of legal domicile OH

Part I Summary

1 Briefly describe the organization's mission or most significant activities
 CATALYST IS THE LEADING NONPROFIT ORGANIZATION WITH A MISSION TO EXPAND OPPORTUNITIES FOR WOMEN AND BUSINESS

2 Check this box 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)	34
4 Number of independent voting members of the governing body (Part VI, line 1b)	33
5 Total number of individuals employed in calendar year 2011 (Part V, line 2a)	86
6 Total number of volunteers (estimate if necessary)	0
7a Total unrelated business revenue from Part VIII, column (C), line 12	0
7b Net unrelated business taxable income from Form 990-T, line 34	0

	Prior Year	Current Year
8 Contributions and grants (Part VIII, line 1h)	5,759,789	20,156,919
9 Program service revenue (Part VIII, line 2g)	870,911	1,006,130
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	337,622	228,713
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	3,345,801	-28,605
12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	10,314,123	21,363,157

13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0	0
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)	7,617,425	8,591,646
16a Professional fundraising fees (Part IX, column (A), line 11e)	0	0
b Total fundraising expenses (Part IX, column (D), line 25) ▶ 1,576,459		
17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	2,222,195	3,371,571
18 Total expenses Add lines 13-17 (must equal Part IX, column (A), line 25)	9,839,620	11,963,217
19 Revenue less expenses Subtract line 18 from line 12	474,503	9,399,940

	Beginning of Current Year	End of Year
20 Total assets (Part X, line 16)	17,241,722	28,200,075
21 Total liabilities (Part X, line 26)	2,569,209	3,869,306
22 Net assets or fund balances Subtract line 21 from line 20	14,672,513	24,330,769

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: _____ Date: 2013-03-25

ILENE H LANG PRESIDENT & CEO
 Type or print name and title

Paid Preparer's Use Only

Preparer's signature: ROBERT R LYONS CPA Date: _____ Check if self-employed

Preparer's taxpayer identification number (see instructions) P00227477

Firm's name (or yours if self-employed), address, and ZIP + 4: MARKS PANETH & SHRON LLP
 685 THIRD AVENUE
 NEW YORK, NY 10017

EIN ▶ 11-3518842
 Phone no ▶ (212) 503-8800

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

EXPANDING OPPORTUNITIES FOR WOMEN AND BUSINESS

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 \$ 3,190,189 including grants of \$) (Revenue \$ 640,580)

COMMUNICATIONSCOMMUNICATIONS CREATES AND EXECUTES STRATEGIES TO INCREASE CATALYST'S VISIBILITY IN THE UNITED STATES, CANADA, EUROPE AND INDIA BY DEVELOPING STRATEGIC PARTNERSHIPS AND STRENGTHENING ITS BRAND, PRODUCTS AND SERVICES COMMUNICATIONS IS RESPONSIBLE FOR EDITING, DESIGNING, AND PRODUCING ALL PUBLICATIONS AND COLLATERAL MATERIALS, AND FOR PUBLIC EDUCATION ACTIVITIES SUCH AS PRESS RELATIONS AND SPEAKING ENGAGEMENTS THE DEPARTMENT MANAGES SPECIAL EVENTS, INCLUDING THE CATALYST AWARDS DINNER AND CONFERENCES TO DISSEMINATE CATALYST RESEARCH

4b (Code) (Expenses \$ 2,265,653 including grants of \$) (Revenue \$ 10,500)

RESEARCHRESEARCH CONDUCTS QUALITATIVE AND QUANTITATIVE RESEARCH ON BOTH WOMEN'S LEADERSHIP ADVANCEMENT AND WORK/LIFE ISSUES ACROSS A WIDE RANGE OF INDUSTRIES, GEOGRAPHIES, GENERATIONS AND RACIAL/ETHNIC GROUPS THE RESEARCH CULMINATES IN PUBLISHED STUDIES THAT INCLUDE FINDINGS FROM INTERVIEWS, FOCUS GROUPS, AND SURVEYS AS WELL AS COMPANY BEST PRACTICES AND RECOMMENDATIONS FOR COMPANIES AND FIRMS INTERESTED IN RECRUITING, RETAINING AND ADVANCING WOMEN CATALYST CONDUCTS RESEARCH ON WOMEN IN LEADERSHIP IN THE UNITED STATES, CANADA, EUROPE, INDIA AND LATIN AMERICA

4c (Code) (Expenses \$ 1,384,345 including grants of \$) (Revenue \$)

INFORMATION CENTER AND SERVICES THE INFORMATION CENTER TRACKS AND COLLECTS INFORMATION AND PRODUCES QUALITY RESULTS TO REQUESTS THROUGH A COMPREHENSIVE COLLECTION OF BOOKS, PERIODICALS, STATISTICS, GOVERNMENT REPORTS, AND PRESS COVERAGE OF WORKING WOMEN THE INFORMATION CENTER PROVIDES EFFICIENT, VALUABLE INFORMATION TO CATALYST MEMBERS, THE MEDIA, AND THOSE WHO FORMULATE PUBLIC POLICY

(Code) (Expenses \$ 783,608 including grants of \$) (Revenue \$)

NATIONAL EDUCATIONNATIONAL EDUCATION FOSTERS AWARENESS AND INFORMS DECISION MAKERS OF THE CHANGING ROLE AND NEEDS OF WOMEN IN THE WORKPLACE BY PROMOTING CATALYST'S MISSION OF ADVANCING WOMEN IN BUSINESS AND THE PROFESSIONS, CATALYST'S RESEARCH, AND SERVICES NATIONAL EDUCATION ALSO INCLUDES THE EXECUTION OF STRATEGIC PLANS TO EXPAND THE REACH OF CATALYST'S MISSION IN THE NORTH AMERICAN, EUROPEAN AND ASIAN BUSINESS COMMUNITIES

(Code) (Expenses \$ 1,266,464 including grants of \$) (Revenue \$ 355,050)

ADVISORY SERVICES ADVISORY SERVICES CONDUCT LARGE-SCALE INTERNAL ORGANIZATIONAL ASSESSMENTS ON A PROPRIETARY BASIS FOR COMPANIES AND FIRMS IT ADVISES EMPLOYERS ON WORKPLACE BARRIERS AND SUCCESSFUL STRATEGIES TO RETAIN, DEVELOP, AND ADVANCE WOMEN ADVISORY SERVICES ALSO PROVIDES SINGLE-ISSUE, FOCUSED WORKSHOPS ON TOPICS SUCH AS MENTORING, CREATING WOMEN'S NETWORK, AND WORK/LIFE INTERGRATION

4d Other program services (Describe in Schedule O)

(Expenses \$ 2,050,072 including grants of \$) (Revenue \$ 355,050)

4e Total program service expenses \$ 8,890,259

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> <input checked="" type="checkbox"/>	Yes	
2	Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> (see instructions)? <input checked="" type="checkbox"/>	Yes	
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> <input checked="" type="checkbox"/>		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> <input checked="" type="checkbox"/>		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> <input checked="" type="checkbox"/>		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> <input checked="" type="checkbox"/>		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> <input checked="" type="checkbox"/>	Yes	
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> <input checked="" type="checkbox"/>	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> <input checked="" type="checkbox"/>	Yes	
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> <input checked="" type="checkbox"/>		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> <input checked="" type="checkbox"/>		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> <input checked="" type="checkbox"/>	Yes	
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> <input checked="" type="checkbox"/>	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> <input checked="" type="checkbox"/>		No
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"/>	Yes	
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>	Yes	
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.		
20b			

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	Yes	
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	Yes	
35a	Is any related organization a controlled entity of the filing organization within the meaning of section 512(b)(13)?	35a	Yes	
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	Yes	
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 rows for 1a, 1b, 1c, 2a, 2b, 3a, 3b, 4a, 4b, 5a, 5b, 5c, 6a, 6b, 7, 7a, 7b, 7c, 7d, 7e, 7f, 7g, 7h, 8, 9, 9a, 9b, 10, 10a, 10b, 11, 11a, 11b, 12a, 12b, 13, 13a, 13b, 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

Table with 3 columns: Question, Yes, No. Rows include: 1a (34), 1b (33), 2 (No), 3 (No), 4 (No), 5 (No), 6 (No), 7a (No), 7b (No), 8a (Yes), 8b (Yes), 9 (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 (No), 10b, 11a (Yes), 11b, 12a (Yes), 12b (Yes), 12c (Yes), 13 (Yes), 14 (Yes), 15a (Yes), 15b (Yes), 16a (No), 16b.

Section C. Disclosure

- 17 List the States with which a copy of this Form 990 is required to be filed NY, NJ, CA, AL, AZ, AK, CO, CT, DC, FL, GA, IL, KY, MD, MA, MI, MN, NC, OR, RI, PA, VA, TN, OH, WA, WI, UT
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. [X] Own website [] Another's website [X] 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. JENNIFER DANIEL-DAVIDSON, 120 WALL STREET 15TH FLOOR, NEW YORK, NY 10005, (212) 514-7600

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

(A) Name and Title	(B) Average hours per week 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			
See Additional Data Table										
1b Sub-Total										
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)							2,067,262	0	405,430	

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 **▶** 11

	Yes	No
3 Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		No
4 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	
5 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
DEEPAI BAGATI 66 NAPEAN SEA ROAD 28TH FLOOR MUMBAI 400026 IN	CONSULTING	115,073

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 **▶** 1

Part VIII Statement of Revenue

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) 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	4,733,472				
	d	Related organizations 1d					
	e	Government grants (contributions) 1e					
	f	All other contributions, gifts, grants, and similar amounts not included above 1f	15,423,447				
	g	Noncash contributions included in lines 1a-1f \$ <u>93,734</u>					
	h	Total. Add lines 1a-1f ▶	20,156,919				
Program Service Revenue			Business Code				
	2a	CONFERENCE REVENUE	900099	409,030	409,030		
	b	ADVISORY SERVICES	900099	355,050	355,050		
	c	HONORARIA	900099	213,750	213,750		
	d	LICENSE FEES	900099	16,000	16,000		
	e	AWARD APPLICATION FEES	900099	10,500	10,500		
	f	All other program service revenue		1,800	1,800		
g	Total. Add lines 2a-2f ▶		1,006,130				
Other Revenue	3	Investment income (including dividends, interest and other similar amounts) ▶		238,637		238,637	
	4	Income from investment of tax-exempt bond proceeds . . ▶					
	5	Royalties ▶		2,575		2,575	
	6a	(i) Real		(ii) Personal			
		b	Gross rents				
		c	Less rental expenses				
		d	Rental income or (loss)				
	d	Net rental income or (loss) ▶					
	7a	(i) Securities		(ii) Other			
		b	Gross amount from sales of assets other than inventory	3,986,846			
		c	Less cost or other basis and sales expenses	3,996,770			
		d	Gain or (loss)	-9,924			
	d	Net gain or (loss) ▶		-9,924		-9,924	
	8a	Gross income from fundraising events (not including \$ <u>4,733,472</u> of contributions reported on line 1c) See Part IV, line 18					
	a			538,010			
b	Less direct expenses b		570,389				
c	Net income or (loss) from fundraising events . . ▶		-32,379		-32,379		
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	SALE OF PUBLICATIONS	511190	1,199		1,199		
b							
c							
d	All other revenue						
e	Total. Add lines 11a-11d ▶		1,199				
12	Total revenue. See Instructions ▶		21,363,157	1,006,130	0	200,108	

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	1,798,477	1,270,463	293,691	234,323
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	4,979,312	3,627,570	599,337	752,405
8 Pension plan contributions (include section 401(k) and section 403(b) employer contributions)	398,096	294,194	48,162	55,740
9 Other employee benefits	989,792	735,551	113,450	140,791
10 Payroll taxes	425,969	309,455	54,852	61,662
11 Fees for services (non-employees)				
a Management				
b Legal				
c Accounting	65,500		65,500	
d Lobbying				
e Professional fundraising See Part IV, line 17				
f Investment management fees				
g Other	488,664	351,475	81,965	55,224
12 Advertising and promotion				
13 Office expenses	55,287	43,029	5,546	6,712
14 Information technology				
15 Royalties				
16 Occupancy	671,418	462,111	98,703	110,604
17 Travel	359,369	259,980	22,204	77,185
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	360,539	360,539		
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	273,871	194,543	41,553	37,775
23 Insurance				
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 OTHER	459,318	385,095	53,890	20,333
b PRINTING & DESIGN	363,132	363,132		
c REPAIRS AND MAINTENANCE	95,099	84,773	7,164	3,162
d BOOKS AND SUBSCRIPTIONS	73,088	70,465	899	1,724
e				
f All other expenses	106,286	77,884	9,583	18,819
25 Total functional expenses. Add lines 1 through 24f	11,963,217	8,890,259	1,496,499	1,576,459
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	1,600	1	1,500
	2 Savings and temporary cash investments	702,698	2	572,824
	3 Pledges and grants receivable, net	1,148,335	3	9,550,940
	4 Accounts receivable, net	2,139,370	4	2,492,272
	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	19,525	8	0
	9 Prepaid expenses and deferred charges	84,510	9	146,357
	10a Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	5,257,261		
	b Less accumulated depreciation	2,758,210	10c	2,499,051
	11 Investments—publicly traded securities	4,694,736	11	5,693,154
	12 Investments—other securities See Part IV, line 11	8,232,713	12	7,243,977
	13 Investments—program-related See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets See Part IV, line 11		15	
16 Total assets. Add lines 1 through 15 (must equal line 34)	17,241,722	16	28,200,075	
Liabilities	17 Accounts payable and accrued expenses	2,155,536	17	2,503,895
	18 Grants payable		18	
	19 Deferred revenue	306,500	19	21,650
	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	107,173	25	1,343,761
	26 Total liabilities. Add lines 17 through 25	2,569,209	26	3,869,306
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	10,882,329	27	11,784,576
	28 Temporarily restricted net assets	482,031	28	5,299,248
	29 Permanently restricted net assets	3,308,153	29	7,246,945
	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	14,672,513	33	24,330,769	
34 Total liabilities and net assets/fund balances	17,241,722	34	28,200,075	

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	21,363,157
2	Total expenses (must equal Part IX, column (A), line 25)	2	11,963,217
3	Revenue less expenses Subtract line 2 from line 1	3	9,399,940
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	14,672,513
5	Other changes in net assets or fund balances (explain in Schedule O)	5	258,316
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	24,330,769

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 type="checkbox"/> Separate basis <input checked="" 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
CATALYST INC

Employer identification number

13-1992402

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.")	8,155,039	7,602,550	4,563,533	5,712,289	20,156,919	46,190,330
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	8,155,039	7,602,550	4,563,533	5,712,289	20,156,919	46,190,330
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						46,190,330

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	8,155,039	7,602,550	4,563,533	5,712,289	20,156,919	46,190,330
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	409,060	386,532	320,499	261,717	242,411	1,620,219
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)						47,810,549
12 Gross receipts from related activities, etc. (See instructions)					12	4,180,983

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	96.610%
15 Public Support Percentage for 2010 Schedule A, Part II, line 14	15	95.170%

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.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
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						
c Add lines 7a and 7b						
8 Public Support (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
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)						
13 Total support (Add lines 9, 10c, 11 and 12.)						
14 First Five Years If the Form 990 is for the 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	
16 Public support percentage from 2010 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage

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

- 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 CATALYST INC

Employer identification number 13-1992402

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 3 columns: Line number, (a) Donor advised funds, (b) Funds and other accounts. Rows 1-4 for total number, aggregate contributions, aggregate grants, and aggregate value.

- 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...
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds may be used only for charitable purposes...

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)
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 titled 'Held at the End of the Year' with rows 2a, 2b, 2c, 2d for total number, acreage, and number of easements.

- 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...

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
1b 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
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

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	3,308,153	2,973,021	2,666,229	3,122,260	
b Contributions	3,624,561				
c Investment earnings or losses	314,231	335,132	306,792	-456,031	
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance	7,246,945	3,308,153	2,973,021	2,666,229	

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

- a** Board designated or quasi-endowment
- b** Permanent endowment 100.000 %
- 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)	No
(ii) related organizations	3a(ii)	No
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		1,517,265	84,801	1,432,464
d Equipment		2,964,744	2,231,828	732,916
e Other		775,252	441,581	333,671
Total. Add lines 1a-1e (Column (d) should equal Form 990, Part X, column (B), line 10(c).)				2,499,051

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

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

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

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

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

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

Part XIV Supplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part 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 INTENDED USE OF ENDOWMENT FUNDS	PART V, LINE 4	DURING 1992, CATALYST ESTABLISHED THE "FELICE N SCHWARTZ RESERVE FUND FOR THE ADVANCEMENT OF WOMEN IN BUSINESS AND THE PROFESSIONS " THE PRINCIPAL AMOUNT OF THE FUND MAY BE BORROWED ON A SHORT-TERM BASIS BY CATALYST TO COMPLETE RESEARCH PROJECTS, WHICH ARE OF STRATEGIC IMPORTANCE BUT LACK COMPLETE FUNDING, AND TO MEET TEMPORARY CASH FLOW NEEDS THE INCOME EARNED FROM INVESTED PRINCIPAL WILL BE USED TO GROW THE FUND IN LINE WITH INFLATION AND TO COMPLETE THE FINANCING OF RESEARCH PROJECTS FOR WHICH THE MAJORITY OF FUNDS HAVE BEEN RAISED BECAUSE BORROWINGS FROM THE PRINCIPAL AND INTEREST OF THIS FUND MUST BE REPAYED, THESE AMOUNTS HAVE BEEN CLASSIFIED AS PERMANENTLY RESTRICTED NET ASSETS THERE WERE NO BORROWINGS FROM THE FUND FOR THE YEARS ENDED AUGUST 31, 2012 AND 2011 IN DECEMBER 2010, THE BOARD OF DIRECTORS APPROVED THE ESTABLISHMENT OF THE MAJOR GIFTS CAMPAIGN TO FUND THE LONGITUDINAL RESEARCH INITIATIVE CHANGE LEADERSHIP RESEARCH CENTER, CAREER PATHWAYS RESEARCH CENTER, CORPORATE PRACTICES RESEARCH CENTER AND CORPORATE GOVERNANCE RESEARCH CENTER THE PRINCIPAL AMOUNT OF THE FUND WILL REMAIN INTACT
DESCRIPTION OF UNCERTAIN TAX POSITIONS UNDER FIN 48	PART X	CATALYST HAS NO UNCERTAIN TAX POSITIONS AS OF AUGUST 31, 2012 AND 2011 IN ACCORDANCE WITH ACCOUNTING STANDARDS CODIFICATION ("ASC") TOPIC 740, WHICH PROVIDES STANDARDS FOR ESTABLISHING AND CLASSIFYING ANY TAX PROVISIONS FOR UNCERTAIN TAX POSITIONS CATALYST IS NO LONGER SUBJECT TO FEDERAL OR STATE AND LOCAL INCOME TAX EXAMINATIONS BY TAX AUTHORITIES BEFORE 2009

SCHEDULE G (Form 990 or 990-EZ)

Supplemental Information Regarding Fundraising or Gaming Activities

OMB No 1545-0047

2011

Open to Public Inspection

Complete if the organization answered "Yes" to Form 990, Part IV, lines 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.

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

Department of the Treasury Internal Revenue Service

Name of the organization CATALYST INC

Employer identification number 13-1992402

Part I Fundraising Activities. Complete if the organization answered "Yes" to Form 990, Part IV, line 17.

1 Indicate whether the organization raised funds through any of the following activities. Check all that apply.

- a Mail solicitations
b Internet and e-mail solicitations
c Phone solicitations
d In-person solicitations
e Solicitation of non-government grants
f Solicitation of government grants
g Special fundraising events

2a Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? Yes No

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

Table with 6 columns: (i) Name and address of individual or entity (fundraiser), (ii) Activity, (iii) Did fundraiser have custody or control of contributions? (Yes/No), (iv) Gross receipts from activity, (v) Amount paid to (or retained by) fundraiser listed in col (i), (vi) Amount paid to (or retained by) organization.

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

Part II Fundraising Events. Complete if the organization answered "Yes" to Form 990, Part IV, line 18, or reported more than \$15,000 on Form 990-EZ, line 6a. List events with gross receipts greater than \$5,000.

		(a) Event #1	(b) Event #2	(c) Other Events	(d) Total Events
		AWARDS DINNER (event type)	(event type)	(total number)	(Add col (a) through col (c))
Revenue	1 Gross receipts	5,271,482			5,271,482
	2 Less Charitable contributions	4,733,472			4,733,472
	3 Gross income (line 1 minus line 2)	538,010			538,010
Direct Expenses	4 Cash prizes				
	5 Non-cash prizes				
	6 Rent/facility costs	570,389			570,389
	7 Food and beverages				
	8 Entertainment				
	9 Other direct expenses				
	10 Direct expense summary Add lines 4 through 9 in column (d) ▶				(570,389)
11 Net income summary Combine lines 3 and 10 in column (d) ▶				-32,379	

Part III Gaming. Complete if the organization answered "Yes" to Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/Instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming
					(Add col (a) through col (c))
Revenue	1 Gross revenue				
Direct Expenses	2 Cash prizes				
	3 Non-cash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
	6 Volunteer labor	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	
7 Direct expense summary Add lines 2 through 5 in column (d) ▶				()	
8 Net gaming income summary Combine lines 1 and 7 in column (d) ▶					

9 Enter the state(s) in which the organization operates gaming activities _____

a Is the organization licensed to operate gaming activities in each of these states? Yes No

b If "No," Explain _____

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year? Yes No

b If "Yes," Explain _____

- 11** Does the organization operate gaming activities with nonmembers? Yes No
- 12** Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming? Yes No

13 Indicate the percentage of gaming activity operated in

a The organization's facility	13a	
b An outside facility	13b	

14 Provide the name and address of the person who prepares the organization's gaming/special events books and records

Name ▶ _____

Address ▶ _____

- 15a** Does the organization have a contract with a third party from whom the organization receives gaming revenue? Yes No

- b** If "Yes," enter the amount of gaming revenue received by the organization ▶ \$ _____ and the amount of gaming revenue retained by the third party ▶ \$ _____
- c** If "Yes," enter name and address

Name ▶ _____

Address ▶ _____

16 Gaming manager information

Name ▶ _____

Gaming manager compensation ▶ \$ _____

Description of services provided ▶ _____

- Director/officer
- Employee
- Independent contractor

- 17** Mandatory distributions
- a** Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Yes No
- b** Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ _____

Part IV Complete this part to provide additional information for responses to question on Schedule G (see instructions.)

Identifier	ReturnReference	Explanation
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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
CATALYST INC

Employer identification number

13-1992402

Part I Questions Regarding Compensation

	Yes	No								
<p>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</p> <table border="0"> <tr> <td><input type="checkbox"/> First-class or charter travel</td> <td><input type="checkbox"/> Housing allowance or residence for personal use</td> </tr> <tr> <td><input type="checkbox"/> Travel for companions</td> <td><input type="checkbox"/> Payments for business use of personal residence</td> </tr> <tr> <td><input type="checkbox"/> Tax idemnification and gross-up payments</td> <td><input type="checkbox"/> Health or social club dues or initiation fees</td> </tr> <tr> <td><input type="checkbox"/> Discretionary spending account</td> <td><input type="checkbox"/> Personal services (e g , maid, chauffeur, chef)</td> </tr> </table>	<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 idemnification 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)		
<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 idemnification 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)									
<p>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</p>	1b									
<p>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?</p>	2									
<p>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</p> <table border="0"> <tr> <td><input type="checkbox"/> Compensation committee</td> <td><input type="checkbox"/> Written employment contract</td> </tr> <tr> <td><input type="checkbox"/> Independent compensation consultant</td> <td><input checked="" type="checkbox"/> Compensation survey or study</td> </tr> <tr> <td><input type="checkbox"/> Form 990 of other organizations</td> <td><input checked="" type="checkbox"/> Approval by the board or compensation committee</td> </tr> </table>	<input type="checkbox"/> Compensation committee	<input type="checkbox"/> Written employment contract	<input type="checkbox"/> Independent compensation consultant	<input checked="" type="checkbox"/> Compensation survey or study	<input type="checkbox"/> Form 990 of other organizations	<input checked="" type="checkbox"/> Approval by the board or compensation committee				
<input type="checkbox"/> Compensation committee	<input type="checkbox"/> Written employment contract									
<input type="checkbox"/> Independent compensation consultant	<input checked="" type="checkbox"/> Compensation survey or study									
<input type="checkbox"/> Form 990 of other organizations	<input checked="" type="checkbox"/> Approval by the board or compensation committee									
<p>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</p>										
<p>a Receive a severance payment or change-of-control payment?</p>	4a	No								
<p>b Participate in, or receive payment from, a supplemental nonqualified retirement plan?</p>	4b	No								
<p>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</p>	4c	No								
<p>Only 501(c)(3) and 501(c)(4) organizations only must complete lines 5-9.</p>										
<p>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</p>										
<p>a The organization?</p>	5a	No								
<p>b Any related organization? If "Yes," to line 5a or 5b, describe in Part III</p>	5b	No								
<p>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</p>										
<p>a The organization?</p>	6a	No								
<p>b Any related organization? If "Yes," to line 6a or 6b, describe in Part III</p>	6b	No								
<p>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</p>	7	No								
<p>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</p>	8	No								
<p>9 If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53 4958-6(c)?</p>	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) ILENE H LANG	(i)	355,310	30,000	0	24,500	20,785	430,595	0
	(ii)	0	0	0	0	0	0	0
(2) NANCY CARTER	(i)	214,548	20,000	0	21,455	8,841	264,844	0
	(ii)	0	0	0	0	0	0	0
(3) DEBORAH SOON	(i)	206,576	20,000	0	20,658	27,326	274,560	0
	(ii)	0	0	0	0	0	0	0
(4) JENNIFER DANIEL-DAVIDSON	(i)	198,222	20,000	0	19,822	31,411	269,455	0
	(ii)	0	0	0	0	0	0	0
(5) MERLYE MAHRER-KAPLAN	(i)	177,580	10,000	0	17,758	21,278	226,616	0
	(ii)	0	0	0	0	0	0	0
(6) ANABEL PEREZ	(i)	165,542	15,000	0	16,554	19,674	216,770	0
	(ii)	0	0	0	0	0	0	0
(7) MARY BOUGHTON	(i)	125,681	3,000	0	12,568	20,863	162,112	0
	(ii)	0	0	0	0	0	0	0
(8) JAN COMBOPIANO	(i)	125,820	3,000	0	12,582	9,300	150,702	0
	(ii)	0	0	0	0	0	0	0
(9) SUSAN NIERENBERG FEEST	(i)	123,160	3,000	0	12,316	20,345	158,821	0
	(ii)	0	0	0	0	0	0	0
(10) KATHERINE GISCOMBE	(i)	133,349	3,000	0	13,335	10,122	159,806	0
	(ii)	0	0	0	0	0	0	0
(11) BRANDE STELLINGS	(i)	111,474	3,000	0	11,147	32,790	158,411	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
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SCHEDULE M (Form 990)

NonCash Contributions

OMB No 1545-0047

2011

Open to Public Inspection

Complete if the organization answered "Yes" on Form 990, Part IV, lines 29 or 30. Attach to Form 990.

Department of the Treasury Internal Revenue Service

Name of the organization CATALYST INC

Employer identification number 13-1992402

Part I Types of Property

Table with 4 columns: (a) Check if applicable, (b) Number of Contributions or items contributed, (c) Contribution amounts reported on Form 990, Part VIII, line 1g, (d) Method of determining contribution amounts. Rows include Art, Books, Cars, Boats, Intellectual property, Securities, Real estate, Collectibles, Food inventory, Drugs, Taxidermy, Historical artifacts, Scientific specimens, Archeological artifacts, and Other (EQUIPMENT).

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement

29

30a During the year, did the organization receive by contribution any property reported in Part I, lines 1-28 that it must hold for at least three years from the date of the initial contribution, and which is not required to be used for exempt purposes for the entire holding period?
b If "Yes," describe the arrangement in Part II
31 Does the organization have a gift acceptance policy that requires the review of any non-standard contributions?
32a Does the organization hire or use third parties or related organizations to solicit, process, or sell non-cash contributions?
b If "Yes," describe in Part II
33 If the organization did not report revenues in column (c) for a type of property for which column (a) is checked, describe in Part II

Table with 3 columns: Question, Yes, No. Rows correspond to questions 30a, 31, 32a, and 33.

Part II

Supplemental Information. Complete this part to provide the information required by Part I, lines 30b, 32b, and 33. Also complete this part for any additional information.

Identifier	Return Reference	Explanation
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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
CATALYST INC

Employer identification number

13-1992402

Identifier	Return Reference	Explanation
	FORM 990, PART VI, SECTION B, LINE 11	THE FORM 990 IS REVIEWED IN DETAIL BY THE AUDIT COMMITTEE AND IS MADE AVAILABLE FOR SEVEN DAYS TO THE FULL BOARD FOR REVIEW AND COMMENTS
	FORM 990, PART VI, SECTION B, LINE 12C	THE ORGANIZATION REGULARLY AND CONSISTENTLY MONITORS AND ENFORCES COMPLIANCES WITH THE CONFLICT OF INTEREST POLICY BY REQUIRING MEMBERS OF THE BOARD OF DIRECTORS TO NOTIFY THE ORGANIZATION IMMEDIATELY OF ANY CHANGES
	FORM 990, PART VI, SECTION B, LINE 15	THE PERFORMANCE OF THE CEO IS DISCUSSED AND REVIEWED BY THE CHAIR OF THE BOARD THE FULL BOARD THEN DISCUSSES AND APPROVES THE SALARY OF THE CEO, COMPARABILITY DATA IS NOTED THE APPROVED SALARY IS DOCUMENTED IN THE MINUTES AND A LETTER IS SENT BY THE CHAIR TO THE CFO AUTHORIZING PAYMENT OF THE SALARY THE CEO REVIEWS THE PERFORMANCE OF THE OTHER OFFICERS AND RECOMMENDS THEIR SALARY TO THE FULL BOARD WHO THEN APPROVES COMPARABILITY DATA IS NOTED THE APPROVAL OF THE RECOMMENDED SALARIES IS DOCUMENTED IN THE MINUTES THE BOARD CHAIR INCLUDES THIS INFORMATION IN THE LETTER TO THE CFO AS WELL
	FORM 990, PART VI, SECTION C, LINE 19	THE FINANCIAL STATEMENTS ARE AVAILABLE ON THE ORGANIZATION'S WEBSITE WWW.CATALYST.ORG GOVERNING DOCUMENTS AND THE CONFLICT OF INTEREST POLICY ARE AVAILABLE UPON REQUEST
CHANGES IN NET ASSETS OR FUND BALANCES	FORM 990, PART XI, LINE 5	NET UNREALIZED GAINS ON INVESTMENTS 258,316
		PROCESS OF OVERSEEING THE AUDIT AND SELECTION OF INDEPENDENT ACCOUNTANT HAS NOT CHANGED FROM THE PRIOR YEAR

**SCHEDULE R
(Form 990)**

Related Organizations and Unrelated Partnerships

OMB No 1545-0047

2011

Open to Public Inspection

▶ **Complete if the organization answered "Yes" to Form 990, Part IV, line 33, 34, 35, 36, or 37.**
▶ **Attach to Form 990.** ▶ **See separate instructions.**

Department of the Treasury
Internal Revenue Service

Name of the organization
CATALYST INC

Employer identification number

13-1992402

Part I Identification of Disregarded Entities (Complete if the organization answered "Yes" on Form 990, Part IV, line 33.)

(a) Name, address, and EIN of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity

Part II Identification of Related Tax-Exempt Organizations (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.)

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled organization	
						Yes	No
(1) CATALYST CANADA INC 8 KING STREET SUITE 505 TORONTO, ONTARIO ON M5C 1B5 CA 88-5700815	RESEARCH AND ADVISORY	CA	149(1)(1)		N/A		No

Part III Identification of Related Organizations Taxable as a Partnership (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a partnership during the tax year.)

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	

Part IV Identification of Related Organizations Taxable as a Corporation or Trust (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.)

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership
(1) CATALYST EUROPE AG CO KPMG FIDES LANDISGYR-STRASSE 1 6300 ZUG SZ	RESEARCH AND ADVISORY	SZ	N/A	C			100 000 %
(2) CATALYST WOMEN RESEARCH AND CONSULTANCY INDIA PRIVATE LTDB-601 IVY TOWER IN	RESEARCH AND ADVISORY	IN	N/A	S			100 000 %

Part V Transactions With Related Organizations (Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35, 35A, or 36.)**Note.** Complete line 1 if any entity is listed in Parts II, III or IV**1** During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?**a** Receipt of **(i)** interest **(ii)** annuities **(iii)** royalties **(iv)** rent from a controlled entity**b** Gift, grant, or capital contribution to related organization(s)**c** Gift, grant, or capital contribution from related organization(s)**d** Loans or loan guarantees to or for related organization(s)**e** Loans or loan guarantees by related organization(s)**f** Sale of assets to related organization(s)**g** Purchase of assets from related organization(s)**h** Exchange of assets with related organization(s)**i** Lease of facilities, equipment, or other assets to related organization(s)**j** Lease of facilities, equipment, or other assets from related organization(s)**k** Performance of services or membership or fundraising solicitations for related organization(s)**l** Performance of services or membership or fundraising solicitations by related organization(s)**m** Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)**n** Sharing of paid employees with related organization(s)**o** Reimbursement paid to related organization(s) for expenses**p** Reimbursement paid by related organization(s) for expenses**q** Other transfer of cash or property to related organization(s)**r** Other transfer of cash or property from related organization(s)

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

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

(a) Name of other organization	(b) Transaction type(a-r)	(c) Amount involved	(d) Method of determining amount involved
(1) CATALYST CANADA INC	D	207,839	
(2) CATALYST CANADA INC	N	62,738	
(3) CATALYST EUROPE AG	D	549,002	
(4) CATALYST EUROPE AG	N	67,940	
(5) CATALYST WOMEN RESEARCH AND CONSULTANCY INDIA PROVATE LIMITED	D	85,924	
(6) CATALYST WOMEN RESEARCH AND CONSULTANCY INDIA PROVATE LIMITED	N	122,261	

Part VII Supplemental Information

Complete this part to provide additional information for responses to questions on Schedule R (see instructions)

Identifier**Return Reference****Explanation****Schedule R (Form 990) 2011**

Software ID:
Software Version:
EIN: 13-1992402
Name: CATALYST INC

Form 990, Schedule R, Part V - Transactions With Related Organizations

(a) Name of other organization	(b) Transaction type(a-r)	(c) Amount Involved (\$)	(d) Method of determining amount involved
(1) CATALYST CANADA INC	D	207,839	
(2) CATALYST CANADA INC	N	62,738	
(3) CATALYST EUROPE AG	D	549,002	
(4) CATALYST EUROPE AG	N	67,940	
(5) CATALYST WOMEN RESEARCH AND CONSULTANCY INDIA PROVATE LIMITED	D	85,924	
(6) CATALYST WOMEN RESEARCH AND CONSULTANCY INDIA PROVATE LIMITED	N	122,261	

**TY 2011 Itemized Other Current Assets
Schedule**

Name: CATALYST INC

EIN: 13-1992402

Corporation Name	Corporation EIN	Other Current Assets Description	Beginning Amount	Ending Amount
CATALYST EUROPE AG		PREPAID EXPENSES	1,518	4,693

TY 2011 Other Deductions Schedule**Name:** CATALYST INC**ETIN:** 13-1992402

Description	Foreign Amount (should only be used when attached to 5471 Schedule C Line 16)	Amount
PROFESSIONAL FEES	200,187	216,302
PENSION EXPENSE	37,849	40,896
SUPPLIES	5,437	5,875
POSTAGE & SHIPPING	1,885	2,037
BOOKS & SUBSCRIPTIONS	3,054	3,300
MEETINGS, CONFERENCES & TRAVEL	58,824	63,559
REPAIRS & MAINTENANCE	2,895	3,128
TELEPHONE	5,220	5,640
PROVISION FOR TAXES/OTHER PROJECTS	10,463	11,305
OTHER	32,761	35,398
PRINTING AND DESIGN	2,700	2,917
EVENT EXPENSE	3,467	3,746

TY 2011 Other Deductions Schedule**Name:** CATALYST INC**EIN:** 13-1992402

Description	Foreign Amount (should only be used when attached to 5471 Schedule C Line 16)	Amount
PROFESSIONAL FEES	2,875,437	54,921
SUPPLIES	6,524	125
MEETINGS, CONFERENCES & TRAVEL	414,371	7,914
TELEPHONE	2,801	53
PROVISION FOR TAXES/OTHER PROJECTS	8,608	164
OTHER	59,530	1,137

TY 2011 Itemized Other Liabilities Schedule

Name: CATALYST INC

EIN: 13-1992402

TY 2011 Itemized Other Liabilities Schedule

Corporation Name	Corporation EIN	Other Liabilities Description	Beginning Amount	Ending Amount
CATALYST EUROPE AG		DEFERRED REVENUE		4,390

TY 2011 Itemized Other Liabilities Schedule

Name: CATALYST INC

EIN: 13-1992402

TY 2011 Itemized Other Liabilities Schedule

Corporation Name	Corporation EIN	Other Liabilities Description	Beginning Amount	Ending Amount
CATALYST WOMEN RESEARCH & CONSULTANCY IN		DEFERRED REVENUE		900
		PROVISION FOR TAXES		155

Additional Data

Software ID:
Software Version:
EIN: 13-1992402
Name: CATALYST INC

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

4d. Other program services

(Code) (Expenses \$ 783,608 including grants of \$) (Revenue \$)

NATIONAL EDUCATION NATIONAL EDUCATION FOSTERS AWARENESS AND INFORMS DECISION MAKERS OF THE CHANGING ROLE AND NEEDS OF WOMEN IN THE WORKPLACE BY PROMOTING CATALYST'S MISSION OF ADVANCING WOMEN IN BUSINESS AND THE PROFESSIONS, CATALYST'S RESEARCH, AND SERVICES NATIONAL EDUCATION ALSO INCLUDES THE EXECUTION OF STRATEGIC PLANS TO EXPAND THE REACH OF CATALYST'S MISSION IN THE NORTH AMERICAN, EUROPEAN AND ASIAN BUSINESS COMMUNITIES

(Code) (Expenses \$ 1,266,464 including grants of \$) (Revenue \$ 355,050)

ADVISORY SERVICES ADVISORY SERVICES CONDUCT LARGE-SCALE INTERNAL ORGANIZATIONAL ASSESSMENTS ON A PROPRIETARY BASIS FOR COMPANIES AND FIRMS IT ADVISES EMPLOYERS ON WORKPLACE BARRIERS AND SUCCESSFUL STRATEGIES TO RETAIN, DEVELOP, AND ADVANCE WOMEN ADVISORY SERVICES ALSO PROVIDES SINGLE-ISSUE, FOCUSED WORKSHOPS ON TOPICS SUCH AS MENTORING, CREATING WOMEN'S NETWORK, AND WORK/LIFE INTERGRATION

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(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			
JAMES S STURLEY CHAIR	1 00	X		X				0	0	0
THOMAS J FALK TREASURER	1 00	X		X				0	0	0
LLOYD C BLANKFEIN DIRECTOR	1 00	X						0	0	0
JOHN BRYANT DIRECTOR	1 00	X						0	0	0
URSULA M BURNS DIRECTOR	1 00	X						0	0	0
IAN M COOK DIRECTOR	1 00	X						0	0	0
MARY B CRANSTON ESQ DIRECTOR	1 00	X						0	0	0
MICHAEL S DELL DIRECTOR	1 00	X						0	0	0
DAVID B DILLON DIRECTOR	1 00	X						0	0	0
JAMIE DIMON DIRECTOR	1 00	X						0	0	0
WILLIAM A DOWNE DIRECTOR	1 00	X						0	0	0
JOE ECHEVARRIA DIRECTOR	1 00	X						0	0	0
MARY BETH HOGAN ESQ DIRECTOR	1 00	X						0	0	0
JEFFREY R IMMELT DIRECTOR	1 00	X						0	0	0
ANDREA JUNG DIRECTOR	1 00	X						0	0	0
MUHTAR KENT DIRECTOR	1 00	X						0	0	0
ELLEN J KULLMAN DIRECTOR	1 00	X						0	0	0
MICHEL LANDEL DIRECTOR	1 00	X						0	0	0
GERALD LEMA DIRECTOR	1 00	X						0	0	0
MURRAY D MARTIN DIRECTOR	1 00	X						0	0	0
ROBERT A MCDONALD DIRECTOR	1 00	X						0	0	0
DENISE MORRISON DIRECTOR	1 00	X						0	0	0
LIAM E MCGEE DIRECTOR	1 00	X						0	0	0
JOSEPH NEUBAUER DIRECTOR	1 00	X						0	0	0
INDRA K NOOYI DIRECTOR	1 00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(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			
KENDALL J POWELL DIRECTOR	1 00	X						0	0	0
JIM SKINNER DIRECTOR	1 00	X						0	0	0
STEPHANIE A STREETER DIRECTOR	1 00	X						0	0	0
RICHARD K TEMPLETON DIRECTOR	1 00	X						0	0	0
PETER VOSER DIRECTOR	1 00	X						0	0	0
RICHARD E WAUGH DIRECTOR	1 00	X		X				0	0	0
MAGGIE WILDEROTTER SECRETARY	1 00	X						0	0	0
THOMAS J WILSON DIRECTOR	1 00	X						0	0	0
ILENE H LANG PRESIDENT & CEO	35 00	X		X				385,310	0	45,285
NANCY CARTER SENIOR VICE PRESIDENT	35 00			X				234,548	0	30,296
DEBORAH SOON SENIOR VICE PRESIDENT	35 00			X				226,576	0	47,984
JENNIFER DANIEL-DAVIDSON SENIOR VICE PRESIDENT	35 00			X				218,222	0	51,233
MERLYE MAHRER-KAPLAN SENIOR VICE PRESIDENT	35 00			X				187,580	0	39,036
ANABEL PEREZ SENIOR VICE PRESIDENT	35 00			X				180,542	0	36,228
MARY BOUGHTON SENIOR DIRECTOR	35 00					X		128,681	0	33,431
JAN COMBOPIANO CHIEF KNOWLEDGE OFFICER	35 00					X		128,820	0	21,882
SUSAN NIERENBERG FEEST VICE PRESIDENT	35 00					X		126,160	0	32,661
KATHERINE GISCOMBE VICE PRESIDENT	35 00					X		136,349	0	23,457
BRANDE STELLINGS VICE PRESIDENT	35 00					X		114,474	0	43,937