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

**2012**

**Open to Public Inspection**

**A For the 2012 calendar year, or tax year beginning 01-01-2012 , 2012, and ending 12-31-2012**

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

**C** Name of organization
NATIONAL ACADEMY FOUNDATION

Doing Business As

Number and street (or P O box if mail is not delivered to street address) | Room/suite
218 WEST 40TH STREET 5TH FLOOR
Suite

City or town, state or country, and ZIP + 4
NEW YORK, NY 10018

**D Employer identification number**
13-3480246

E Telephone number
(212) 635-2400

**G** Gross receipts $ 22,620,701

**F** Name and address of principal officer
JD HOYE CEO
218 WEST 40TH STREET 5TH FL
NEW YORK, NY 10018

**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 NAF ORG

**K** Form of organization ☑ Corporation ☐ Trust ☐ Association ☐ Other ▶

**L** Year of formation 1988 **M** State of legal domicile NY

## Part I Summary

*Activities & Governance*

1 Briefly describe the organization's mission or most significant activities
NATIONAL ACADEMY FOUNDATION STRENGTHENS AND EXPANDS THE POOL OF HIGH SCHOOL GRADUATES PREPARED TO ENTER COLLEGE & THE WORKFORCE THROUGH ITS SERVICES TO OVER 500 ACADEMIES LOCATED IN SCHOOL DISTRICTS NATIONWIDE

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) | 3 | 21 |
| 4 | Number of independent voting members of the governing body (Part VI, line 1b) | 4 | 20 |
| 5 | Total number of individuals employed in calendar year 2012 (Part V, line 2a) | 5 | 61 |
| 6 | Total number of volunteers (estimate if necessary) | 6 | 20 |
| 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 |

| | | | Prior Year | Current Year |
|---|---|---|---|---|
| Revenue | 8 | Contributions and grants (Part VIII, line 1h) | 8,520,080 | 19,649,773 |
| | 9 | Program service revenue (Part VIII, line 2g) | 1,849,141 | 1,841,786 |
| | 10 | Investment income (Part VIII, column (A), lines 3, 4, and 7d ) | 278,906 | 235,260 |
| | 11 | Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) | 169,574 | 596,136 |
| | 12 | Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) | 10,817,701 | 22,322,955 |
| Expenses | 13 | Grants and similar amounts paid (Part IX, column (A), lines 1–3 ) | 247,908 | 309,539 |
| | 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) | 5,912,197 | 6,207,319 |
| | 16a | Professional fundraising fees (Part IX, column (A), line 11e) | 63,774 | 214,250 |
| | b | Total fundraising expenses (Part IX, column (D), line 25) ▶1,096,126 | | |
| | 17 | Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e) | 7,183,486 | 5,948,466 |
| | 18 | Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25) | 13,407,365 | 12,679,574 |
| | 19 | Revenue less expenses Subtract line 18 from line 12 | -2,589,664 | 9,643,381 |

| | | | Beginning of Current Year | End of Year |
|---|---|---|---|---|
| Net Assets or Fund Balances | 20 | Total assets (Part X, line 16) | 10,467,092 | 19,269,110 |
| | 21 | Total liabilities (Part X, line 26) | 1,974,489 | 1,345,692 |
| | 22 | Net assets or fund balances Subtract line 21 from line 20 | 8,492,603 | 17,923,418 |

## 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**

****** | 2013-08-14
Signature of officer | Date

IRA BERKOWITZ CFO
Type or print name and title

**Paid Preparer Use Only**

| Print/Type preparer's name | Preparer's signature | Date | Check ☐ if self-employed | PTIN |
|---|---|---|---|---|
| KPMG LLP | | | | |

Firm's name ▶ KPMG LLP | Firm's EIN ▶

Firm's address ▶ 345 Park Avenue
New York, NY 101540102 | Phone no (212) 758-9700

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 . . . . . . . . . . . . . . ☑

1 Briefly describe the organization's mission

SEE SCHEDULE O

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

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

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

If "Yes," describe these changes on Schedule O

4 Describe the 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 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 $ 3,466,875 including grants of $ 68,600 ) (Revenue $ 611,473 )

THE ACADEMY OF FINANCE CONNECTS HIGH SCHOOL STUDENTS WITH THE WORLD OF FINANCIAL SERVICES, OFFERING A CURRICULUM THAT COVERS BANKING AND CREDIT, FINANCIAL PLANNING, INTERNATIONAL FINANCE SECURITIES, INSURANCE, ACCOUNTING, AND ECONOMICS

4b (Code ) (Expenses $ 2,621,041 including grants of $ 5,000 ) (Revenue $ 462,288 )

THE ACADEMY OF INFORMATION TECHNOLOGY PREPARES STUDENTS FOR CAREER OPPORTUNITIES IN PROGRAMMING, DATABASE ADMINISTRATION, WEB DESIGN AND ADMINISTRATION, DIGITAL NETWORKS, AND OTHER AREAS IN THE EXPANDING DIGITAL WORKPLACE

4c (Code ) (Expenses $ 1,921,401 including grants of $ 8,000 ) (Revenue $ 338,889 )

THE ACADEMY OF ENGINEERING ANSWERS AN ACUTE NEED FOR ENGINEERS IN THIS COUNTRY BY EDUCATING HIGH SCHOOL STUDENTS IN THE PRINCIPLES OF ENGINEERING, AND PROVIDING CONTENT IN THE FIELDS OF ELECTRONICS, BIOTECH, AEROSPACE, CIVIL ENGINEERING, AND ARCHITECTURE

4d Other program services (Describe in Schedule O )
(Expenses $ 1,788,943 including grants of $ 227,939 ) (Revenue $ 429,158 )

4e **Total program service expenses** ▶ 9,798,260

**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)? *If "Yes," complete Schedule A* | 1 | Yes | |
| 2 | Is the organization required to complete *Schedule B, Schedule of Contributors* (see instructions)? | 2 | Yes | |
| 3 | Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? *If "Yes," complete Schedule C, Part I* | 3 | | 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? *If "Yes," complete Schedule C, Part II* | 4 | | 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? *If "Yes," complete Schedule C, Part III* | 5 | | 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? *If "Yes," complete Schedule D, Part I* | 6 | | 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? *If "Yes," complete Schedule D, Part II* | 7 | | No |
| 8 | Did the organization maintain collections of works of art, historical treasures, or other similar assets? *If "Yes," complete Schedule D, Part III* | 8 | | No |
| 9 | Did the organization report an amount in Part X, line 21 for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? *If "Yes," complete Schedule D, Part IV* | 9 | Yes | |
| 10 | Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? *If "Yes," complete Schedule D, Part V* | 10 | 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? *If "Yes," complete Schedule D, Part VI.* | 11a | 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? *If "Yes," complete Schedule D, Part VII* | 11b | | 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? *If "Yes," complete Schedule D, Part VIII* | 11c | | 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? *If "Yes," complete Schedule D, Part IX* | 11d | | No |
| e | Did the organization report an amount for other liabilities in Part X, line 25? *If "Yes," complete Schedule D, Part X* | 11e | | 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)? *If "Yes," complete Schedule D, Part X* | 11f | Yes | |
| 12a | Did the organization obtain separate, independent audited financial statements for the tax year? *If "Yes," complete Schedule D, Parts XI and XII* | 12a | Yes | |
| b | Was the organization included in consolidated, independent audited financial statements for the tax year? *If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional* | 12b | | No |
| 13 | Is the organization a school described in section 170(b)(1)(A)(ii)? *If "Yes," complete Schedule E* | 13 | | No |
| 14a | Did the organization maintain an office, employees, or agents outside of the United States? | 14a | | 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? *If "Yes," complete Schedule F, Parts I and IV* | 14b | | 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 United States? *If "Yes," complete Schedule F, Parts II and IV* | 15 | | 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 United States? *If "Yes," complete Schedule F, Parts III and IV* | 16 | | 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? *If "Yes," complete Schedule G, Part I (see instructions)* | 17 | Yes | |
| 18 | Did the organization report more than $15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? *If "Yes," complete Schedule G, Part II* | 18 | Yes | |
| 19 | Did the organization report more than $15,000 of gross income from gaming activities on Part VIII, line 9a? *If "Yes," complete Schedule G, Part III* | 19 | | No |
| 20a | Did the organization operate one or more hospital facilities? *If "Yes," complete Schedule H* | 20a | | No |
| b | If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? | 20b | | |

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

| | | | Yes | No |
|---|---|---|---|---|
| 21 | Did the organization report more than $5,000 of grants and other assistance to any government or organization in the United States on Part IX, column (A), line 1? *If "Yes," complete Schedule I, Parts I and II* | 21 | Yes | |
| 22 | Did the organization report more than $5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? *If "Yes," complete Schedule I, Parts I and III* | 22 | Yes | |
| 23 | Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? *If "Yes," complete Schedule J* | 23 | Yes | |
| 24a | Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? *If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25* | 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? *If "Yes," complete Schedule L, Part 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? *If "Yes," complete Schedule L, Part I* | 25b | | No |
| 26 | Was a loan to or by a current or former officer, director, trustee, key employee, highest compensated employee, or disqualified person outstanding as of the end of the organization's tax year? *If "Yes," complete Schedule L, Part II* | 26 | | No |
| 27 | Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? *If "Yes," complete Schedule L, Part III* | 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? *If "Yes," complete Schedule L, Part IV* | 28a | | No |
| b | A family member of a current or former officer, director, trustee, or key employee? *If "Yes," complete Schedule L, Part IV* | 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 direct or indirect owner? *If "Yes," complete Schedule L, Part IV* | 28c | | No |
| 29 | Did the organization receive more than $25,000 in non-cash contributions? *If "Yes," complete Schedule M* | 29 | Yes | |
| 30 | Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M* | 30 | | No |
| 31 | Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I* | 31 | | No |
| 32 | Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II* | 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? *If "Yes," complete Schedule R, Part I* | 33 | | No |
| 34 | Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1* | 34 | | No |
| 35a | Did the organization have a controlled entity within the meaning of section 512(b)(13)? | 35a | | No |
| b | If 'Yes' to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? *If "Yes," complete Schedule R, Part V, line 2* | 35b | | |
| 36 | **Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2* | 36 | | 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? *If "Yes," complete Schedule R, Part VI* | 37 | | No |
| 38 | Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b 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 . . . . . . . . . . . . . . . . . ☐

| | | | | | Yes | No |
|---|---|---|---|---|---|---|
| 1a | Enter the number reported in Box 3 of Form 1096 Enter -0- if not applicable | 1a | 91 | | | |
| b | Enter the number of Forms W-2G included in line 1a *Enter -0-* if not applicable | 1b | 0 | | | |
| c | Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? | | | 1c | Yes | |
| 2a | Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return | 2a | 61 | | | |
| b | If at least one is reported on line 2a, did the organization file all required federal employment tax returns? **Note.** If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions) | | | 2b | Yes | |
| 3a | Did the organization have unrelated business gross income of $1,000 or more during the year? | | | 3a | | No |
| b | If "Yes," has it filed a Form 990-T for this year? *If "No," provide an explanation in Schedule O* | | | 3b | | |
| 4a | At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? | | | 4a | | No |
| b | If "Yes," enter the name of the foreign country ▶ See instructions for filing requirements for Form TD F 90-22 1, Report of Foreign Bank and Financial Accounts | | | | | |
| 5a | Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? | | | 5a | | No |
| b | Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? | | | 5b | | No |
| c | If "Yes," to line 5a or 5b, did the organization file Form 8886-T? | | | 5c | | |
| 6a | Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions? | | | 6a | | No |
| b | If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? | | | 6b | | |
| 7 | **Organizations that may receive deductible contributions under section 170(c).** | | | | | |
| a | Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor? | | | 7a | Yes | |
| b | If "Yes," did the organization notify the donor of the value of the goods or services provided? | | | 7b | Yes | |
| c | Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? | | | 7c | | No |
| d | If "Yes," indicate the number of Forms 8282 filed during the year | 7d | | | | |
| e | Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? | | | 7e | | No |
| f | Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? | | | 7f | | No |
| g | If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required? | | | 7g | | |
| h | If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C? | | | 7h | | |
| 8 | **Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations.** Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year? | | | 8 | | |
| 9 | **Sponsoring organizations maintaining donor advised funds.** | | | | | |
| a | Did the organization make any taxable distributions under section 4966? | | | 9a | | |
| b | Did the organization make a distribution to a donor, donor advisor, or related person? | | | 9b | | |
| 10 | **Section 501(c)(7) organizations.** Enter | | | | | |
| a | Initiation fees and capital contributions included on Part VIII, line 12 | 10a | | | | |
| b | Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities | 10b | | | | |
| 11 | **Section 501(c)(12) organizations.** Enter | | | | | |
| a | Gross income from members or shareholders | 11a | | | | |
| b | Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them ) | 11b | | | | |
| 12a | **Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041? | | | 12a | | |
| b | If "Yes," enter the amount of tax-exempt interest received or accrued during the year | 12b | | | | |
| 13 | **Section 501(c)(29) qualified nonprofit health insurance issuers.** | | | | | |
| a | Is the organization licensed to issue qualified health plans in more than one state? **Note.** See the instructions for additional information the organization must report on Schedule O | | | 13a | | |
| b | Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans | 13b | | | | |
| c | Enter the amount of reserves on hand | 13c | | | | |
| 14a | Did the organization receive any payments for indoor tanning services during the tax year? | | | 14a | | No |
| b | If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation in Schedule O* | | | 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** 21<br>If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O | | | |
| **b** | Enter the number of voting members included in line 1a, above, who are independent . . . **1b** 20 | | | |
| **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? | **2** | Yes | |
| **3** | Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? | **3** | | No |
| **4** | Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? | **4** | | No |
| **5** | Did the organization become aware during the year of a significant diversion of the organization's assets? | **5** | | No |
| **6** | Did the organization have members or stockholders? | **6** | | 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? | **7a** | | 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? | **7b** | | No |
| **8** | Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following | | | |
| **a** | The governing body? | **8a** | Yes | |
| **b** | Each committee with authority to act on behalf of the governing body? | **8b** | 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* | **9** | | 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? | **10a** | | 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? | **10b** | | |
| **11a** | Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? | **11a** | Yes | |
| **b** | Describe in Schedule O the process, if any, used by the organization to review this Form 990 | | | |
| **12a** | Did the organization have a written conflict of interest policy? *If "No," go to line 13* | **12a** | Yes | |
| **b** | Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? | **12b** | 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* | **12c** | Yes | |
| **13** | Did the organization have a written whistleblower policy? | **13** | Yes | |
| **14** | Did the organization have a written document retention and destruction policy? | **14** | Yes | |
| **15** | Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? | | | |
| **a** | The organization's CEO, Executive Director, or top management official | **15a** | Yes | |
| **b** | Other officers or key employees of the organization | **15b** | 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? | **16a** | | 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? | **16b** | | |

## Section C. Disclosure

**17** List the States with which a copy of this Form 990 is required to be filed ▶AK , AZ , AR , CT , FL , GA , HI , IL , KS , KY , ME , MD , MA , MI , MN , NH , NJ , NY , NC , OH , OK , OR , PA , SC , TN , UT , VA , WA

**18** Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection Indicate how you made these available Check all that apply

☑ Own website ☐ Another's website ☑ Upon request ☐ Other (explain in Schedule O)

**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 during the tax year

**20** State the name, physical address, and telephone number of the person who possesses the books and records of the organization
▶IRA BERKOWITZ CFO 218 WEST 40TH STREET 5TH FLOOR NEW YORK, NY (212)635-2400

**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 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 organization compensated any current officer, director, or trustee

| (A) Name and Title | (B) Average hours per week (list any hours for related organizations below dotted line) | (C) Position: Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | (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 |
|---|---|---|---|---|---|---|---|---|---|---|
| (1) JONDEL HOYE<br>CEO | 40 0 | X | | X | | | | 385,815 | 0 | 56,335 |
| (2) SANFORD WEILL<br>CHAIRMAN | 3 0 | X | | | | | | 0 | 0 | 0 |
| (3) KENNETH I CHENAULT<br>VICE CHAIRMAN | 3 0 | X | | | | | | 0 | 0 | 0 |
| (4) WILLIAM P HANNON<br>TREASURER | 3 0 | X | | | | | | 0 | 0 | 0 |
| (5) EUGENE A LUDWIG<br>SECRETARY | 3 0 | X | | | | | | 0 | 0 | 0 |
| (6) ANDY F BESSETTE<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| (7) URSULA M BURNS<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| (8) ROBERT C DUGHI<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| (9) LINDA HUBER<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| (10) A KIRK LANTERMAN<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| (11) LOWELL MCADAM<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| (12) HAROLD MCGRAW III<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| (13) HUNTER R RAWLINGS III<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| (14) JAMES D ROBINSON III<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| (15) ROBERT SCHWARTZ<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| (16) RONALD A WILLIAMS<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| (17) SANJIV YAJNIK<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |

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

| (A) Name and Title | (B) Average hours per week (list any hours for related organizations below dotted line) | (C) Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | (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 |
|---|---|---|---|---|---|---|---|---|---|---|
| (18) JEFFREY BRILL<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| (19) BARBARA BENIOFF FRIEDMAN<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| (20) JOHN HINSHAW<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| (21) MARK A STANDISH<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| (22) DAVID MOORE<br>SVP, PROGRAMS | 40 0 | | | X | | | | 211,498 | 0 | 20,591 |
| (23) MARGARET SULLIVAN<br>VP, INSTIT ADV UNTIL 7/12 | 40 0 | | | X | | | | 181,412 | 0 | 17,930 |
| (24) IRA BERKOWITZ<br>CFO | 40 0 | | | X | | | | 168,102 | 0 | 18,966 |
| (25) KATHERINE BLASIK<br>AVP, RESEARCH & EVALUATION | 40 0 | | | | | X | | 148,568 | 0 | 18,966 |
| (26) ANDREW ROTHSTEIN<br>CHIEF ACADEMIC OFFICER | 40 0 | | | | | X | | 137,764 | 0 | 38,964 |
| (27) WILLIAM TAYLOR<br>ASSOCIATE VP, PROGRAMS | 40 0 | | | | | X | | 132,613 | 0 | 24,293 |
| (28) COLLEEN DEVERY<br>AVP, STRATEGIC INITIATIVE & AD | 40 0 | | | | | X | | 125,479 | 0 | 42,082 |
| (29) DEANNA HANSON<br>DIRECTOR, WORK BASED LEARNING | 40 0 | | | | | X | | 123,026 | 0 | 12,441 |
| | | | | | | | | | | |

| | | (D) | (E) | (F) |
|---|---|---|---|---|
| 1b | Sub-Total . . . . . . . . . . . . . . . . . ▶ | | | |
| c | Total from continuation sheets to Part VII, Section A . . . . ▶ | | | |
| d | Total (add lines 1b and 1c) . . . . . . . . . . . . . ▶ | 1,614,277 | 0 | 250,568 |

**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 ▶9

| | | | Yes | No |
|---|---|---|---|---|
| 3 | Did the organization list any **former** officer, director or trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual* . . . . . . . . . . . . . . . . . . . . . | 3 | | 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? *If "Yes," complete Schedule J for such individual* . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . | 4 | Yes | |
| 5 | Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? *If "Yes," complete Schedule J for such person* . . . . . . . . . | 5 | | 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 |
|---|---|---|
| PEARSON CHARITABLE FOUNDATION , 1330 AVENUE OF THE AMERICAS 7TH FL NEW YORK NY 10019 | CURRICULUM SERVICES | 587,900 |
| CONNECTEDU , 600 ATLANTIC AVENUE 20TH FLOOR BOSTON MA 02210 | CONSULTING SERVICES | 492,900 |
| PW FEATS INC , 3 EAST READ STREET BALTIMORE MD 21202 | CONSULTING SERVICES | 286,929 |
| COLLABORATIVE COMMUNICATION GROUP , 1029 VERMONT AVE NW 9TH FL WASHINGTON DC 20005 | CONSULTING SERVICE | 211,200 |
| KPMG LLP , DEPT 0511 PO BOX 120001 DALLAS TX 75312 | AUDIT & TAX SERVICES | 150,960 |

**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 ▶5

**Part VIII Statement of Revenue**

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

| | | | | (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 | 2,163,886 | | | | |
| | d | Related organizations . . . 1d | | | | | |
| | e | Government grants (contributions) 1e | | | | | |
| | f | All other contributions, gifts, grants, and similar amounts not included above 1f | 17,485,887 | | | | |
| | g | Noncash contributions included in lines 1a-1f $ | 2,274,186 | | | | |
| | h | **Total.** Add lines 1a-1f . . . . . . . . ▶ | | 19,649,773 | | | |

| | | | Business Code | (A) | (B) | (C) | (D) |
|---|---|---|---|---|---|---|---|
| **Program Service Revenue** | 2a | CONFERENCE REGISTRATION FEES | 541900 | 804,511 | 804,511 | | |
| | b | MEMBERSHIP DUES | 541900 | 1,037,275 | 1,037,275 | | |
| | c | | | | | | |
| | d | | | | | | |
| | e | | | | | | |
| | f | All other program service revenue | | | | | |
| | g | **Total.** Add lines 2a–2f . . . . . . . . . ▶ | | 1,841,786 | | | |

| | | | (i) Real | (ii) Personal | (A) | (B) | (C) | (D) |
|---|---|---|---|---|---|---|---|---|
| **Other Revenue** | 3 | Investment income (including dividends, interest, and other similar amounts) . . . . . . . ▶ | | | 235,260 | | 0 | 235,260 |
| | 4 | Income from investment of tax-exempt bond proceeds . . ▶ | | | 0 | | | |
| | 5 | Royalties . . . . . . . . . . . . ▶ | | | 0 | | | |
| | 6a | Gross rents | | | | | | |
| | b | Less rental expenses | | | | | | |
| | c | Rental income or (loss) | 0 | 0 | | | | |
| | d | Net rental income or (loss) . . . . . . . ▶ | | | 0 | | | |
| | | | (i) Securities | (ii) Other | | | | |
| | 7a | Gross amount from sales of assets other than inventory | | | | | | |
| | b | Less cost or other basis and sales expenses | | | | | | |
| | c | Gain or (loss) | | | | | | |
| | d | Net gain or (loss) . . . . . . . . . . . ▶ | | | 0 | | | |
| | 8a | Gross income from fundraising events (not including $ 2,163,886 of contributions reported on line 1c) See Part IV, line 18 . . a | | 893,860 | | | | |
| | b | Less direct expenses . . . b | | 297,746 | | | | |
| | c | Net income or (loss) from fundraising events . . ▶ | | | 596,114 | | | 596,114 |
| | 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 . . . ▶ | | | 0 | | | |
| | 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 . . ▶ | | | 0 | | | |
| | | Miscellaneous Revenue | | Business Code | | | | |
| | 11a | OTHER INCOME | | 900099 | 22 | 22 | | |
| | b | | | | | | | |
| | c | | | | | | | |
| | d | All other revenue . . . . | | | | | | |
| | e | **Total.** Add lines 11a–11d . . . . . . . ▶ | | | 22 | | | |
| | 12 | **Total revenue.** See Instructions . . . . . ▶ | | | 22,322,955 | 1,841,808 | 0 | 831,374 |

**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)

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 | 269,539 | 269,539 | | |
| 2 | Grants and other assistance to individuals in the United States See Part IV, line 22 | 40,000 | 40,000 | | |
| 3 | Grants and other assistance to governments, organizations, and individuals outside the United States See Part IV, lines 15 and 16 | 0 | | | |
| 4 | Benefits paid to or for members | 0 | | | |
| 5 | Compensation of current officers, directors, trustees, and key employees . . . . | 1,093,263 | 540,551 | 275,904 | 276,808 |
| 6 | Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . | 0 | | | |
| 7 | Other salaries and wages | 3,824,722 | 2,798,310 | 711,766 | 314,646 |
| 8 | Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) . . . . | 510,163 | 356,462 | 104,054 | 49,647 |
| 9 | Other employee benefits . . . . . . . . | 407,816 | 273,640 | 88,848 | 45,328 |
| 10 | Payroll taxes . . . . . . . . . . . . . | 371,355 | 252,632 | 75,496 | 43,227 |
| 11 | Fees for services (non-employees) | | | | |
| a | Management . . . . . . . | 978,560 | 855,059 | 109,924 | 13,577 |
| b | Legal . . . . . . . . . . | 102 | | 102 | |
| c | Accounting . . . . . . . . . . . . . | 147,500 | | 147,500 | |
| d | Lobbying . . . . . . . . . . . . . | 0 | | | |
| e | Professional fundraising services See Part IV, line 17 | 214,250 | | | 214,250 |
| f | Investment management fees . . . . . . . | 0 | | | |
| g | Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O) . . . . . . . . . | 952,021 | 952,021 | | |
| 12 | Advertising and promotion . . . . | 0 | | | |
| 13 | Office expenses . . . . . . . . | 0 | | | |
| 14 | Information technology . . . . . . . | 0 | | | |
| 15 | Royalties . . | 0 | | | |
| 16 | Occupancy . . . . . . . . . . . . . | 533,667 | 409,250 | 74,650 | 49,767 |
| 17 | Travel . . . . . . . . . . . . . . | 619,961 | 584,383 | 8,981 | 26,597 |
| 18 | Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . . . | 0 | | | |
| 19 | Conferences, conventions, and meetings . . . . | 1,773,869 | 1,773,869 | 0 | 0 |
| 20 | Interest . . . . . . . . . . . . . | 0 | | | |
| 21 | Payments to affiliates . . . . . . . . | 0 | | | |
| 22 | Depreciation, depletion, and amortization . . . . . | 127,701 | 85,561 | 26,817 | 15,323 |
| 23 | Insurance . . . . . . . . . . . . . . . . | 0 | | | |
| 24 | Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24e If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O ) | | | | |
| a | MISCELLANEOUS | 815,085 | 606,983 | 161,146 | 46,956 |
| b | | | | | |
| c | | | | | |
| d | | | | | |
| e | All other expenses | | | | |
| 25 | **Total functional expenses.** Add lines 1 through 24e | 12,679,574 | 9,798,260 | 1,785,188 | 1,096,126 |
| 26 | **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation Check here ▶ ☐ if following SOP 98-2 (ASC 958-720) | | | | |

**Part X** **Balance Sheet**

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

| | | | | (A) Beginning of year | | (B) End of year |
|---|---|---|---|---|---|---|
| **Assets** | **1** | Cash—non-interest-bearing | | 0 | **1** | 0 |
| | **2** | Savings and temporary cash investments | | 137,915 | **2** | 768,074 |
| | **3** | Pledges and grants receivable, net | | 1,861,916 | **3** | 3,339,007 |
| | **4** | Accounts receivable, net | | 560,616 | **4** | 554,268 |
| | **5** | Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L | | 0 | **5** | 0 |
| | **6** | Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) Complete Part II of Schedule L | | 0 | **6** | 0 |
| | **7** | Notes and loans receivable, net | | 0 | **7** | 0 |
| | **8** | Inventories for sale or use | | 0 | **8** | 0 |
| | **9** | Prepaid expenses and deferred charges | | 146,937 | **9** | 120,322 |
| | **10a** | Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D | **10a** 1,886,288 | | | |
| | **b** | Less accumulated depreciation | **10b** 1,279,456 | 387,746 | **10c** | 606,832 |
| | **11** | Investments—publicly traded securities | | 7,371,962 | **11** | 13,880,607 |
| | **12** | Investments—other securities See Part IV, line 11 | | 0 | **12** | 0 |
| | **13** | Investments—program-related See Part IV, line 11 | | 0 | **13** | 0 |
| | **14** | Intangible assets | | 0 | **14** | 0 |
| | **15** | Other assets See Part IV, line 11 | | 0 | **15** | 0 |
| | **16** | **Total assets.** Add lines 1 through 15 (must equal line 34) | | 10,467,092 | **16** | 19,269,110 |
| **Liabilities** | **17** | Accounts payable and accrued expenses | | 1,703,404 | **17** | 1,324,607 |
| | **18** | Grants payable | | 0 | **18** | 0 |
| | **19** | Deferred revenue | | 250,000 | **19** | 0 |
| | **20** | Tax-exempt bond liabilities | | 0 | **20** | 0 |
| | **21** | Escrow or custodial account liability Complete Part IV of Schedule D | | 21,085 | **21** | 21,085 |
| | **22** | Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L | | 0 | **22** | 0 |
| | **23** | Secured mortgages and notes payable to unrelated third parties | | 0 | **23** | 0 |
| | **24** | Unsecured notes and loans payable to unrelated third parties | | 0 | **24** | 0 |
| | **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 | | 0 | **25** | 0 |
| | **26** | **Total liabilities.** Add lines 17 through 25 | | 1,974,489 | **26** | 1,345,692 |
| **Net Assets or Fund Balances** | | **Organizations that follow SFAS 117 (ASC 958), check here ▶ ☑ and complete lines 27 through 29, and lines 33 and 34.** | | | | |
| | **27** | Unrestricted net assets | | 4,269,280 | **27** | 4,464,768 |
| | **28** | Temporarily restricted net assets | | 3,693,323 | **28** | 12,928,650 |
| | **29** | Permanently restricted net assets | | 530,000 | **29** | 530,000 |
| | | **Organizations that do not follow SFAS 117 (ASC 958), check here ▶ ☐ 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 | | 8,492,603 | **33** | 17,923,418 |
| | **34** | Total liabilities and net assets/fund balances | | 10,467,092 | **34** | 19,269,110 |

**Part XI Reconcilliation 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 | 22,322,955 |
| 2 | Total expenses (must equal Part IX, column (A), line 25) | 2 | 12,679,574 |
| 3 | Revenue less expenses Subtract line 2 from line 1 | 3 | 9,643,381 |
| 4 | Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A)) | 4 | 8,492,603 |
| 5 | Net unrealized gains (losses) on investments | 5 | 85,180 |
| 6 | Donated services and use of facilities | 6 | |
| 7 | Investment expenses | 7 | |
| 8 | Prior period adjustments | 8 | |
| 9 | Other changes in net assets or fund balances (explain in Schedule O) | 9 | -297,746 |
| 10 | Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B)) | 10 | 17,923,418 |

**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 ☐ Cash ☑ Accrual ☐ Other ____________<br>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? | 2a | | No |
| | If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both<br>☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis | | | |
| b | Were the organization's financial statements audited by an independent accountant? | 2b | Yes | |
| | If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both<br>☑ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis | | | |
| c | If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? | 2c | Yes | |
| | If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O | | | |
| 3a | As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? | 3a | | 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 | 3b | | |

## Additional Data

**Software ID:**
**Software Version:**
**EIN:** 13-3480246
**Name:** NATIONAL ACADEMY FOUNDATION

### 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 (list any hours for related organizations below dotted line) | (C) Position: Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | (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 |
|---|---|---|---|---|---|---|---|---|---|---|
| JONDEL HOYE<br>CEO | 40 0 | X | | X | | | | 385,815 | 0 | 56,335 |
| SANFORD WEILL<br>CHAIRMAN | 3 0 | X | | | | | | 0 | 0 | 0 |
| KENNETH I CHENAULT<br>VICE CHAIRMAN | 3 0 | X | | | | | | 0 | 0 | 0 |
| WILLIAM P HANNON<br>TREASURER | 3 0 | X | | | | | | 0 | 0 | 0 |
| EUGENE A LUDWIG<br>SECRETARY | 3 0 | X | | | | | | 0 | 0 | 0 |
| ANDY F BESSETTE<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| URSULA M BURNS<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| ROBERT C DUGHI<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| LINDA HUBER<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| A KIRK LANTERMAN<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| LOWELL MCADAM<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| HAROLD MCGRAW III<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| HUNTER R RAWLINGS III<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| JAMES D ROBINSON III<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| ROBERT SCHWARTZ<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| RONALD A WILLIAMS<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| SANJIV YAJNIK<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| JEFFREY BRILL<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| BARBARA BENIOFF FRIEDMAN<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| JOHN HINSHAW<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| MARK A STANDISH<br>DIRECTOR | 3 0 | X | | | | | | 0 | 0 | 0 |
| DAVID MOORE<br>SVP, PROGRAMS | 40 0 | | | X | | | | 211,498 | 0 | 20,591 |
| MARGARET SULLIVAN<br>VP, INSTIT ADV UNTIL 7/12 | 40 0 | | | X | | | | 181,412 | 0 | 17,930 |
| IRA BERKOWITZ<br>CFO | 40 0 | | | X | | | | 168,102 | 0 | 18,966 |
| KATHERINE BLASIK<br>AVP, RESEARCH & EVALUATION | 40 0 | | | | | X | | 148,568 | 0 | 18,966 |

## 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 (list any hours for related organizations below dotted line) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee): Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | (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 |
|---|---|---|---|---|---|---|---|---|---|---|
| ANDREW ROTHSTEIN<br>CHIEF ACADEMIC OFFICER | 40 0 | | | | | X | | 137,764 | 0 | 38,964 |
| WILLIAM TAYLOR<br>ASSOCIATE VP, PROGRAMS | 40 0 | | | | | X | | 132,613 | 0 | 24,293 |
| COLLEEN DEVERY<br>AVP, STRATEGIC INITIATIVE & AD | 40 0 | | | | | X | | 125,479 | 0 | 42,082 |
| DEANNA HANSON<br>DIRECTOR, WORK BASED LEARNING | 40 0 | | | | | X | | 123,026 | 0 | 12,441 |

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# SCHEDULE A (Form 990 or 990EZ)

Department of the Treasury
Internal Revenue Service

## Public Charity Status and Public Support

**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.**

OMB No 1545-0047

**2012**

**Open to Public Inspection**

**Name of the organization**
NATIONAL ACADEMY FOUNDATION

**Employer identification number**
13-3480246

**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 described in **section 170(b)(1)(A)(i).**

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

3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**

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 - Non-functionally integrated

**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?

| | | Yes | No |
|---|---|---|---|
| **(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 supported organization? | **11g(i)** | | |
| **(ii)** A family member of a person described in (i) above? | **11g(ii)** | | |
| **(iii)** A 35% controlled entity of a person described in (i) or (ii) above? | **11g(iii)** | | |

**h** Provide the following information about the supported organization(s)

| **(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 monetary support |
|---|---|---|---|---|---|---|---|---|---|
| | | | **Yes** | **No** | **Yes** | **No** | **Yes** | **No** | |
| | | | | | | | | | |
| | | | | | | | | | |
| **Total** | | | | | | | | | |

**Part II** **Support Schedule for Organizations Described in Sections 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) 2008 | (b) 2009 | (c) 2010 | (d) 2011 | (e) 2012 | (f) Total |
|---|---|---|---|---|---|---|
| 1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ") | 9,745,732 | 7,657,202 | 9,968,545 | 8,682,000 | 20,164,165 | 56,217,644 |
| 2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf | 0 | 0 | 0 | 0 | 0 | 0 |
| 3 The value of services or facilities furnished by a governmental unit to the organization without charge | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 **Total.** Add lines 1 through 3 | 9,745,732 | 7,657,202 | 9,968,545 | 8,682,000 | 20,164,165 | 56,217,644 |
| 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) | | | | | | 23,093,993 |
| 6 **Public support.** Subtract line 5 from line 4 | | | | | | 33,123,651 |

## Section B. Total Support

| Calendar year (or fiscal year beginning in) ▶ | (a) 2008 | (b) 2009 | (c) 2010 | (d) 2011 | (e) 2012 | (f) Total |
|---|---|---|---|---|---|---|
| 7 Amounts from line 4 | 9,745,732 | 7,657,202 | 9,968,545 | 8,682,000 | 20,164,165 | 56,217,644 |
| 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources | 551,853 | 605,942 | 402,960 | 335,182 | 235,260 | 2,131,197 |
| 9 Net income from unrelated business activities, whether or not the business is regularly carried on | 0 | 0 | 0 | 0 | 0 | 0 |
| 10 Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV ) | 0 | 111,164 | 21,926 | 7,654 | 22 | 140,766 |
| 11 **Total support** (Add lines 7 through 10) | | | | | | 58,489,607 |

12 Gross receipts from related activities, etc (see instructions) **12** 7,991,469

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 2012 (line 6, column (f) divided by line 11, column (f)) **14** 56 632 %

15 Public support percentage for 2011 Schedule A, Part II, line 14 **15** 52 601 %

16a **33 1/3% support test—2012.** 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—2011.** If the organization did not check a 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—2012.** 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—2011.** 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 Section 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) 2008 | (b) 2009 | (c) 2010 | (d) 2011 | (e) 2012 | (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) 2008 | (b) 2009 | (c) 2010 | (d) 2011 | (e) 2012 | (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** ▶☐

## Section C. Computation of Public Support Percentage

| | | |
|---|---|---|
| 15 Public support percentage for 2012 (line 8, column (f) divided by line 13, column (f)) | 15 | |
| 16 Public support percentage from 2011 Schedule A, Part III, line 15 | 16 | |

## Section D. Computation of Investment Income Percentage

| | | |
|---|---|---|
| 17 Investment income percentage for **2012** (line 10c, column (f) divided by line 13, column (f)) | 17 | |
| 18 Investment income percentage from **2011** Schedule A, Part III, line 17 | 18 | |

19a **33 1/3% support tests—2012.** 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—2011.** 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.** Complete this part to provide the explanations required by Part II, line 10; Part II, line 17a or 17b; and Part III, line 12. Also complete this part for any additional information. (See instructions).

| Facts And Circumstances Test |
|---|
| |

**Explanation**

**SCHEDULE D**
(Form 990)

Department of the Treasury
Internal Revenue Service

# Supplemental Financial Statements

▶ Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b
▶ Attach to Form 990. ▶ See separate instructions.

OMB No 1545-0047
**2012**
**Open to Public Inspection**

**Name of the organization**
NATIONAL ACADEMY FOUNDATION

**Employer identification number**
13-3480246

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

| | | (a) Donor advised funds | (b) Funds and other accounts |
|---|---|---|---|
| 1 | Total number at end of year | | |
| 2 | Aggregate contributions to (during year) | | |
| 3 | Aggregate grants from (during year) | | |
| 4 | Aggregate value at end of year | | |

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can 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? ☐ Yes ☐ No

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

1 Purpose(s) of conservation easements held by the organization (check all that apply)
☐ Preservation of land for public use (e g , recreation or education)
☐ Preservation of an historically important land area
☐ Protection of natural habitat
☐ Preservation of a certified historic structure
☐ Preservation of open space

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

| | | | Held at the End of the Year |
|---|---|---|---|
| a | Total number of conservation easements | 2a | |
| b | Total acreage restricted by conservation easements | 2b | |
| c | Number of conservation easements on a certified historic structure included in (a) | 2c | |
| d | Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register | 2d | |

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax 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? ☐ Yes ☐ No

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 section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, 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 (ASC 958), 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 XIII, the text of the footnote to its financial statements that describes these items

b If the organization elected, as permitted under SFAS 116 (ASC 958), 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 (ASC 958) 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 acquisition, 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 XIII

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 XIII and complete the following table

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

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

b If "Yes," explain the arrangement in Part XIII Check here if the explanation has been provided in Part XIII . . . . . . . . ☑

**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 | 568,153 | 673,964 | 530,000 | 530,000 | 530,000 |
| b | Contributions | | | | | |
| c | Net investment earnings, gains, and losses | 67,345 | 20,189 | | | |
| d | Grants or scholarships | | | | | |
| e | Other expenditures for facilities and programs | 51,500 | 126,000 | | | |
| f | Administrative expenses | | | | | |
| g | End of year balance | 583,998 | 568,153 | 530,000 | 530,000 | 530,000 |

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as

a Board designated or quasi-endowment ▶ 0 %

b Permanent endowment ▶ 91 000 %

c Temporarily restricted endowment ▶ 9 000 %

The percentages in lines 2a, 2b, and 2c should equal 100%

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 | | No |

4 Describe in Part XIII 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 | | 195,846 | 58,064 | 137,782 |
| d Equipment | | 343,962 | 227,526 | 116,436 |
| e Other | | 1,346,480 | 993,866 | 352,614 |
| **Total.** Add lines 1a through 1e *(Column (d) must equal Form 990, Part X, column (B), line 10(c).)* ▶ | | | | 606,832 |

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

| (a) Description of security or category (including name of security) | (b) Book value | (c) Method of valuation Cost or end-of-year market value |
|---|---|---|
| (1) Financial derivatives | | |
| (2) Closely-held equity interests | | |
| Other | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| **Total.** *(Column (b) must equal Form 990, Part X, col (B) line 12 )* ▶ | | |

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

| (a) Description of investment type | (b) Book value | (c) Method of valuation Cost or end-of-year market value |
|---|---|---|
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| **Total.** *(Column (b) must equal Form 990, Part X, col (B) line 13 )* ▶ | | |

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

| (a) Description | (b) Book value |
|---|---|
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| **Total.** *(Column (b) must equal Form 990, Part X, col.(B) line 15.)* . . . . . . . . . . . . ▶ | |

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

| 1 (a) Description of liability | (b) Book value |
|---|---|
| Federal income taxes | 0 |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| **Total.** *(Column (b) must equal Form 990, Part X, col (B) line 25 )* ▶ | 0 |

**2.** Fin 48 (ASC 740) Footnote In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740) Check here if the text of the footnote has been provided in Part XIII ☐

## Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

| | | | | | |
|---|---|---|---|---|---|
| 1 | Total revenue, gains, and other support per audited financial statements | | | 1 | 23,258,592 |
| 2 | Amounts included on line 1 but not on Form 990, Part VIII, line 12 | | | | |
| a | Net unrealized gains on investments | 2a | 85,180 | | |
| b | Donated services and use of facilities | 2b | 850,457 | | |
| c | Recoveries of prior year grants | 2c | | | |
| d | Other (Describe in Part XIII ) | 2d | | | |
| e | Add lines **2a** through **2d** | | | 2e | 935,637 |
| 3 | Subtract line **2e** from line **1** | | | 3 | 22,322,955 |
| 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 XIII ) | 4b | | | |
| c | Add lines **4a** and **4b** | | | 4c | |
| 5 | Total revenue Add lines **3** and **4c.** (This must equal Form 990, Part I, line 12 ) | | | 5 | 22,322,955 |

## Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

| | | | | | |
|---|---|---|---|---|---|
| 1 | Total expenses and losses per audited financial statements | | | 1 | 13,827,777 |
| 2 | Amounts included on line 1 but not on Form 990, Part IX, line 25 | | | | |
| a | Donated services and use of facilities | 2a | 850,457 | | |
| b | Prior year adjustments | 2b | | | |
| c | Other losses | 2c | | | |
| d | Other (Describe in Part XIII ) | 2d | 297,746 | | |
| e | Add lines **2a** through **2d** | | | 2e | 1,148,203 |
| 3 | Subtract line **2e** from line **1** | | | 3 | 12,679,574 |
| 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 XIII ) | 4b | | | |
| c | Add lines **4a** and **4b** | | | 4c | |
| 5 | Total expenses Add lines **3** and **4c.** (This must equal Form 990, Part I, line 18 ) | | | 5 | 12,679,574 |

## Part XIII 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, line 2, Part XI, lines 2d and 4b, and Part XII, lines 2d and 4b Also complete this part to provide any additional information

| Identifier | Return Reference | Explanation |
|---|---|---|
| PART IV, LINE 2B | | NATIONAL ACADEMY FOUNDATION HOLDS FUNDS FOR SEVERAL ACADEMIES THAT PARTICIPATE IN ITS EDUCATIONAL PROGRAMS, TO BE USED FOR RELATED ACTIVITIES |
| PART V | LINE 4 | THE ALDO PAPONE ENDOWMENT WAS ESTABLISHED BY THE AMERICAN EXPRESS COMPANY IN 1991 TO PROVIDE FUNDS FOR GRANT AWARDS TO OUTSTANDING U S ACADEMY PROGRAM ON AN ANNUAL BASIS, A MAXIMUM OF 7% OF THE ALDO PAPONE ENDOWMENT'S ASSETS ARE AVAILABLE FOR DISBURSEMENT THE JESSE BLACKMAN ENDOWMENT WAS ESTABLISHED IN 1994 WITH A CONTRIBUTION FROM THE AMERICAN EXPRESS COMPANY THE PURPOSE OF THE JESSE BLACKMAN ENDOWMENT IS TO PROVIDE FUNDS FOR A SCHOLARSHIP TO AN OUTSTANDING STUDENT IN THE HOSPITALITY AND TOURISM PROGRAM PRESENTLY, THE ANNUAL SCHOLARSHIP LIMIT IS $1,500 |
| FIN 48 | PART X, LINE 2 | THE FOUNDATION OPERATES AS A NOT-FOR-PROFIT CORPORATION UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE (THE CODE) AND IS EXEMPT FROM FEDERAL INCOME TAXES ACCORDINGLY, IT IS NOT SUBJECT TO INCOME TAXES EXCEPT TO THE EXTENT IT HAS TAXABLE INCOME FROM ACTIVITIES THAT ARE NOT RELATED TO ITS EXEMPT PURPOSE THE FOUNDATION HAS EVALUATED ITS TAX POSITIONS IN 2012 AND 2011, AND HAS DETERMINED THAT THERE ARE NO SIGNIFICANT UNCERTAIN TAX POSITIONS, THAT IT WILL CONTINUE TO BE EXEMPT FROM INCOME TAXES, AND THAT NO PROVISION FOR INCOME TAXES WAS REQUIRED FOR 2012 OR 2011 |
| PART XII, LINE 2D | | SPECIAL EVENT EXPENSES REPORTED ON 990 PART VIII, LINE 8 |

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

Department of the Treasury
Internal Revenue Service

# Supplemental Information Regarding Fundraising or Gaming Activities

**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. Form 990-EZ filers are not required to complete this part.**

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

OMB No 1545-0047

**2012**

**Open to Public Inspection**

Name of the organization
NATIONAL ACADEMY FOUNDATION

**Employer identification number**
13-3480246

**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 email 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

| **(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 |
|---|---|---|---|---|---|---|
| ELINORE ANTELL | GRANTWRITER | | No | 0 | 54,000 | 0 |
| KEARNEY STANIFORD | GRANTWRITER | | No | 0 | 20,250 | 0 |
| COMMUNITY COUNSELLING | GRANTWRITER | | No | 0 | 140,000 | 0 |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| **Total** . . . . . . . . . . . . . . . . ▶ | | | | 0 | 214,250 | 0 |

**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

AK, AZ, AR, CT, FL, GA, HI, IL, KS, KY, ME, MD, MA, MI, MN, NH, NJ, NY, NC, OH, OK, OR, PA, SC, TN, UT, VA, WA

**Part II** **Fundraising Events.** Complete if the organization answered "Yes" to Form 990, Part IV, line 18, or reported more than $15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than $5,000.

| | | | (a) Event #1<br>GALA<br>(event type) | (b) Event #2<br><br>(event type) | (c) Other events<br>0<br>(total number) | (d) Total events (add col (a) through col (c)) |
|---|---|---|---|---|---|---|
| Revenue | 1 | Gross receipts . . . | 3,057,746 | | | 3,057,746 |
| | 2 | Less Contributions . . | 2,163,886 | | | 2,163,886 |
| | 3 | Gross income (line 1 minus line 2) . . . | 893,860 | | | 893,860 |
| Direct Expenses | 4 | Cash prizes . . . | | | | |
| | 5 | Noncash prizes . . | | | | |
| | 6 | Rent/facility costs . . | | | | |
| | 7 | Food and beverages . | | | | |
| | 8 | Entertainment . . . | | | | |
| | 9 | Other direct expenses . | 297,746 | | | 297,746 |
| | 10 | Direct expense summary Add lines 4 through 9 in column (d) . . . . . . . . . . . . . ▶ | | | | (297,746) |
| | 11 | Net income summary Combine line 3, column (d), and line 10 . . . . . . . . . . ▶ | | | | 596,114 |

**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 . . . | ☐ Yes ______<br>☐ No | ☐ Yes ______<br>☐ No | ☐ Yes ______<br>☐ 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 ______

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 Enter 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 of the third party

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** **Supplemental Information.** Complete this part to provide the explanations required by Part I, line 2b, columns (iii) and (v), and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also complete this part to provide any additional information (see instructions).

| Identifier | Return Reference | Explanation |
|---|---|---|

**Schedule I (Form 990)**

Department of the Treasury
Internal Revenue Service

# Grants and Other Assistance to Organizations, Governments and Individuals in the United States

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

OMB No 1545-0047

**2012**

**Open to Public Inspection**

Name of the organization
NATIONAL ACADEMY FOUNDATION

**Employer identification number**
13-3480246

## Part I General Information on Grants and Assistance

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

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

## Part II Grants and Other Assistance to Governments and Organizations in the United States.

Complete if the organization answered "Yes" to Form 990, Part IV, line 21, for any recipient that received more than $5,000. Part II can be duplicated if additional space is needed.

| **(a)** Name and address of organization or government | **(b)** EIN | **(c)** IRC Code section if applicable | **(d)** Amount of cash grant | **(e)** Amount of non-cash assistance | **(f)** Method of valuation (book, FMV, appraisal, other) | **(g)** Description of non-cash assistance | **(h)** Purpose of grant or assistance |
|---|---|---|---|---|---|---|---|
| (1) BARKER CENTRAL SCHOOL DISTRICT 1628 QUAKER ROAD BARKER, NY 14012 | | SCHOOL DISTRICT | 68,600 | | N/A | N/A | PILOT GRANT |
| (2) MAGNET ED CHOICE ASSOCIATION 1501 NORTHEAST 2ND AVENUE ROOM 237 MIAMI, FL 33132 | | SCHOOL DISTRICT | 10,000 | | N/A | N/A | PILOT GRANT |
| (3) OROSI HS IRVINE SUBSIDY 12623 AVENUE 416 OROSI, CA 93647 | | SCHOOL DISTRICT | 10,000 | | N/A | N/A | YOP GRANT |
| (4) THE ACADEMY AOE IRVINE SUBSIDY 1575 E 17TH STREET SANTA ANA, CA 92705 | | SCHOOL DISTRICT | 10,000 | | N/A | N/A | YOP GRANT |
| (5) LAKEWOOD HS AOF 440 BRIERCREST AVENUE LAKEWOOD, CA 90713 | | SCHOOL DISTRICT | 10,000 | | N/A | N/A | YOP GRANT |
| (6) D STARR JORDAN HS 6500 ATLANTIC AVENUE LONG BEACH, CA 90805 | | SCHOOL DISTRICT | 10,000 | | N/A | N/A | YOP GRANT |
| (7) BUHACH COLONY HS AOE PO BOX 2147 MERCED, CA 95344 | | SCHOOL DISTRICT | 10,000 | | N/A | N/A | YOP GRANT |
| (8) BELMONT AOHS IRVINE SUBSIDY 1575 WEST SECOND STREET LOS ANGELES, CA 90026 | | SCHOOL DISTRICT | 24,000 | | N/A | N/A | YOP GRANT |
| (9) MANUAL ARTS HIGH SCHOOL AOEAOFAOHS 1035 S GRAND AVENUE LOS ANGELES, CA 90015 | | SCHOOL DISTRICT | 26,000 | | N/A | N/A | YOP GRANT |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table . . . . ▶

3 Enter total number of other organizations listed in the line 1 table . . . . ▶ 10

**Part III Grants and Other Assistance to Individuals in the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

| (a) Type of grant or assistance | (b) Number of recipients | (c) Amount of cash grant | (d) Amount of non-cash assistance | (e) Method of valuation (book, FMV, appraisal, other) | (f) Description of non-cash assistance |
|---|---|---|---|---|---|
| (1) SCHOLARSHIPS | 13 | 40,000 | | N/A | N/A |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

**Part IV Supplemental Information.**

Complete this part to provide the information required in Part I, line 2, Part III, column (b), and any other additional information

| Identifier | Return Reference | Explanation |
|---|---|---|
| EXPLANATION OF GRANT QUALIFICATIONS | | NATIONAL ACADEMY FOUNDATION ("NAF") DISBURSES SEVERAL SCHOLARSHIPS TO STUDENTS WHO ARE SENIORS IN THE ACADEMIES DURING THE SCHOOL YEAR IN ADDITION, PROGRAM GRANTS ARE DISBURSED TO THE ACADEMIES THEMSELVES TO ASSIST WITH PROGRAM EXPENDITURES SCHOLARSHIPS ARE AWARDED THROUGH A COMPETITIVE APPLICATION PROCESS DIFFERENT SCHOLARSHIP PROGRAMS HAVE VARYING CRITERIA, BUT IN GENERAL THE FOLLOWING APPLY STUDENTS MUST BE ENROLLED IN AN ACADEMY, BE IN THEIR SENIOR YEAR, AND HAVE A MINIMUM GPA OF 3 0 ALONG WITH THE APPLICATION, THEY MUST SUBMIT AN ESSAY RESPONSE AS WELL AS WRITTEN RECOMMENDATIONS FROM A TEACHER, ACADEMY DIRECTOR, OR INTERNSHIP EMPLOYER PROGRAM GRANTS ARE ALSO AWARDED THROUGH A COMPETITIVE PROCESS AS PART OF THE PROPOSAL, APPLICANTS (ACADEMIES) MUST INCLUDE PROGRAM STATISTICS INCLUDING DATA ON COLLEGE PLACEMENT, ALUMNI SUCCESS STORIES, PROGRAM AWARDS, PROGRAM ENDORSEMENTS FROM THE SCHOOL OR BUSINESS COMMUNITY, ETC THE APPLICATION MUST ALSO INCLUDE A DETAILED DESCRIPTION OF THE PROJECT, A PLAN FOR HOW FUNDS WILL BE USED TO ACCOMPLISH THE PROJECT, A PROJECT BUDGET (INCLUDING OTHER INCOME SOURCES IF APPLICABLE), A TIME LINE FOR CARRYING OUT THE PROJECT, AND AN EXPLANATION OF HOW THIS PROJECT CAN BE REPLICATED BY OTHER LOCAL ACADEMIES ALL APPLICATIONS ARE POSTED ON THE NAF WEBSITE, ADVERTISED BY EMAIL TO ALL ENROLLED STUDENTS AND TEACHERS, AND DISTRIBUTED IN PRINTED FORMAT AT NAF CONFERENCES APPLICATIONS AND PROPOSALS FOR SCHOLARSHIPS AND GRANTS, AND ACCOMPANYING REQUIRED PAPERWORK, ARE SELECTED AND EVALUATED BY EXTERNAL ADMINISTRATORS, VIZ THE EDUCATIONAL TESTING SERVICE (ETS), CITIZENS SCHOLARSHIP FOUNDATION OF AMERICA (CSFA), AND THE CERTIFIED FINANCIAL PLANNER BOARD (CFPB) FINALISTS ARE THEN REVIEWED BY COMMITTEES COMPRISED OF MEMBERS OF STAFF FROM THE NATIONAL ACADEMY FOUNDATION AND THE BUSINESS ENTERPRISE THAT CONTRIBUTES THE SCHOLARSHIP/GRANT FUNDS TO NAF NAF NOTIFIES THE WINNERS, AND DISBURSEMENT IS MADE BY ETS, CSFA, CFPB, OR BY THE NATIONAL ACADEMY FOUNDATION |

**Additional Data**

Return to Form

**Software ID:**
**Software Version:**
**EIN:** 13-3480246
**Name:** NATIONAL ACADEMY FOUNDATION

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

| **(a)** Name and address of organization or government | **(b)** EIN | **(c)** IRC Code section if applicable | **(d)** Amount of cash grant | **(e)** Amount of non-cash assistance | **(f)** Method of valuation (book, FMV, appraisal, other) | **(g)** Description of non-cash assistance | **(h)** Purpose of grant or assistance |
|---|---|---|---|---|---|---|---|
| BARKER CENTRAL SCHOOL DISTRICT1628 QUAKER ROAD BARKER,NY 14012 | | SCHOOL DISTRICT | 68,600 | | N/A | N/A | PILOT GRANT |
| MAGNET ED CHOICE ASSOCIATION1501 NORTHEAST 2ND AVENUE ROOM 237 MIAMI,FL 33132 | | SCHOOL DISTRICT | 10,000 | | N/A | N/A | PILOT GRANT |
| OROSI HS IRVINE SUBSIDY 12623 AVENUE 416 OROSI,CA 93647 | | SCHOOL DISTRICT | 10,000 | | N/A | N/A | YOP GRANT |
| THE ACADEMY AOE IRVINE SUBSIDY1575 E 17TH STREET SANTA ANA,CA 92705 | | SCHOOL DISTRICT | 10,000 | | N/A | N/A | YOP GRANT |
| LAKEWOOD HS AOF440 BRIERCREST AVENUE LAKEWOOD,CA 90713 | | SCHOOL DISTRICT | 10,000 | | N/A | N/A | YOP GRANT |
| D STARR JORDAN HS6500 ATLANTIC AVENUE LONG BEACH,CA 90805 | | SCHOOL DISTRICT | 10,000 | | N/A | N/A | YOP GRANT |
| BUHACH COLONY HS AOE PO BOX 2147 MERCED,CA 95344 | | SCHOOL DISTRICT | 10,000 | | N/A | N/A | YOP GRANT |
| BELMONT AOHS IRVINE SUBSIDY1575 WEST SECOND STREET LOS ANGELES,CA 90026 | | SCHOOL DISTRICT | 24,000 | | N/A | N/A | YOP GRANT |
| MANUAL ARTS HIGH SCHOOL AOEAOFAOHS 1035 S GRAND AVENUE LOS ANGELES,CA 90015 | | SCHOOL DISTRICT | 26,000 | | N/A | N/A | YOP GRANT |

**Schedule J** (Form 990)

Department of the Treasury
Internal Revenue Service

# Compensation Information

**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.**

OMB No 1545-0047

**2012**

**Open to Public Inspection**

Name of the organization
NATIONAL ACADEMY FOUNDATION

**Employer identification number**
13-3480246

## Part I Questions Regarding Compensation

| | | | Yes | No |
|---|---|---|---|---|
| 1a | Check the appropiate 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<br>☐ First-class or charter travel ☐ Housing allowance or residence for personal use<br>☐ Travel for companions ☐ Payments for business use of personal residence<br>☐ Tax idemnification and gross-up payments ☐ Health or social club dues or initiation fees<br>☐ Discretionary spending account ☐ 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 of the expenses described above? If "No," complete Part III to explain | 1b | | |
| 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? | 2 | | |
| 3 | Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director Check all that apply Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III<br>☐ Compensation committee ☐ Written employment contract<br>☑ Independent compensation consultant ☑ Compensation survey or study<br>☐ Form 990 of other organizations ☑ 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? | 4a | | No |
| b | Participate in, or receive payment from, a supplemental nonqualified retirement plan? | 4b | | No |
| c | Participate in, or receive payment from, an equity-based compensation arrangement?<br>If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III | 4c | | No |
| | **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? | 5a | | No |
| b | Any related organization?<br>If "Yes," to line 5a or 5b, describe in Part III | 5b | | No |
| 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? | 6a | | No |
| b | Any related organization?<br>If "Yes," to line 6a or 6b, describe in Part III | 6b | | No |
| 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 | 7 | | No |
| 8 | Were any amounts reported in Form 990, Part VII, paid or accured pursuant to a contract that was subject to the initial contract exception described in Regulations section 53 4958-4(a)(3)? If "Yes," describe in Part III | 8 | | No |
| 9 | If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53 4958-6(c)? | 9 | | |

**Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is 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, applicable column (D) and (E) amounts for that individual

| (A) Name and Title | | (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 as deferred in prior Form 990 |
|---|---|---|---|---|---|---|---|---|
| | | (i) Base compensation | (ii) Bonus & incentive compensation | (iii) Other reportable compensation | | | | |
| (1)JONDEL HOYE CEO | (i) | 385,815 | 0 | 0 | 39,409 | 16,926 | 442,150 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (2)DAVID MOORE SVP, PROGRAMS | (i) | 211,498 | 0 | 0 | 16,545 | 4,046 | 232,089 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (3)MARGARET SULLIVAN VP, INSTIT ADV UNTIL 7/12 | (i) | 147,245 | 0 | 34,167 | 16,374 | 1,556 | 199,342 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (4)IRA BERKOWITZ CFO | (i) | 168,102 | 0 | 0 | 16,382 | 2,584 | 187,068 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (5)KATHERINE BLASIK AVP, RESEARCH & EVALUATION | (i) | 148,568 | 0 | 0 | 16,382 | 2,584 | 167,534 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (6)ANDREW ROTHSTEIN CHIEF ACADEMIC OFFICER | (i) | 137,764 | 0 | 0 | 27,251 | 11,713 | 176,728 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (7)WILLIAM TAYLOR ASSOCIATE VP, PROGRAMS | (i) | 132,613 | 0 | 0 | 20,063 | 4,230 | 156,906 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (8)COLLEEN DEVERY AVP, STRATEGIC INITIATIVE & AD | (i) | 125,479 | 0 | 0 | 19,073 | 23,009 | 167,561 | 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, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II
Also complete this part for any additional information

| Identifier | Return Reference | Explanation |
|---|---|---|

**SCHEDULE M (Form 990)**

Department of the Treasury
Internal Revenue Service

# Noncash Contributions

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

OMB No 1545-0047

**2012**

**Open to Public Inspection**

Name of the organization
NATIONAL ACADEMY FOUNDATION

**Employer identification number**
13-3480246

## Part I Types of Property

| | (a) Check if applicable | (b) Number of contributions or items contributed | (c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g | (d) Method of determining noncash contribution amounts |
|---|---|---|---|---|
| 1 Art—Works of art | | | | |
| 2 Art—Historical treasures | | | | |
| 3 Art—Fractional interests | | | | |
| 4 Books and publications | | | | |
| 5 Clothing and household goods | | | | |
| 6 Cars and other vehicles | | | | |
| 7 Boats and planes | | | | |
| 8 Intellectual property | | | | |
| 9 Securities—Publicly traded | X | 101,384 | 2,274,186 | AVERAGE COST |
| 10 Securities—Closely held stock | | | | |
| 11 Securities—Partnership, LLC, or trust interests | | | | |
| 12 Securities—Miscellaneous | | | | |
| 13 Qualified conservation contribution—Historic structures | | | | |
| 14 Qualified conservation contribution—Other | | | | |
| 15 Real estate—Residential | | | | |
| 16 Real estate—Commercial | | | | |
| 17 Real estate—Other | | | | |
| 18 Collectibles | | | | |
| 19 Food inventory | | | | |
| 20 Drugs and medical supplies | | | | |
| 21 Taxidermy | | | | |
| 22 Historical artifacts | | | | |
| 23 Scientific specimens | | | | |
| 24 Archeological artifacts | | | | |
| 25 Other ▶ ( ____________ ) | | | | |
| 26 Other ▶ ( ____________ ) | | | | |
| 27 Other ▶ ( ____________ ) | | | | |
| 28 Other ▶ ( ____________ ) | | | | |

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** 0

| | | | Yes | No |
|---|---|---|---|---|
| 30a | During the year, did the organization receive by contribution any property reported in Part I, lines 1-28 that it must hold for at least three years from the date of the initial contribution, and which is not required to be used for exempt purposes for the entire holding period? | 30a | | No |
| b | If "Yes," describe the arrangement in Part II | | | |
| 31 | Does the organization have a gift acceptance policy that requires the review of any non-standard contributions? | 31 | Yes | |
| 32a | Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions? | 32a | | No |
| b | If "Yes," describe in Part II | | | |
| 33 | If the organization did not report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II | | | |

**Part II** **Supplemental Information.** Complete this part to provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. 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

**2012**

**Open to Public Inspection**

Name of the organization
NATIONAL ACADEMY FOUNDATION

**Employer identification number**
13-3480246

| Identifier | Return Reference | Explanation |
|---|---|---|
| PART III, LINE 1 | ORGANIZATION'S MISSION | NATIONAL ACADEMY FOUNDATION STRENGTHENS AND EXPANDS THE POOL OF HIGH SCHOOL GRADUATES PREPARED TO ENTER THE WORKFORCE THE FOUNDATION SERVES OVER 500 ACADEMIES LOCATED IN SCHOOL DISTRICTS NATIONWIDE, SPECIALIZING IN HOSPITALITY AND TOURISM, FINANCE, INFORMATION TECHNOLOGY, AND ENGINEERING THE FOUNDATION CREATES PROGRAM GOALS AND PRODUCES CURRICULUM FOR NATIONAL DISTRIBUTION TO THE ACADEMIES AND PROVIDES TEACHER TRAINING AND ON-SITE ASSISTANCE TO THE ACADEMIES, WITH A SPECIALIZATION IN CONNECTING ACADEMIES TO THE BUSINESS WORLD THROUGH A MODEL THAT OFFERS PAID INTERNSHIPS TO STUDENTS AND ADVISORY BOARDS MADE UP OF LOCAL PROFESSIONALS PART III, LINE 4D OTHER PROGRAM SERVICES THE ACADEMY OF HOSPITALITY AND TOURISM HELPS STUDENTS CHART CAREER PATHS IN ONE OF THE WORLD'S LARGEST INDUSTRIES, FROM HOTEL MANAGEMENT TO SPORTS, ENTERTAINMENT, AND EVENT MANAGEMENT, AND INCLUDES THE STUDY OF GEOGRAPHY, ECONOMICS, AND WORLD CULTURES THE ACADEMY OF HOSPITALITY AND TOURISM CURRICULUM HAS RECEIVED INDUSTRY VALIDATION FROM THE GLOBAL TRAVEL AND TOURISM PARTNERSHIP (GTTP) AND THE INSTIUTE OF TRAVEL AND TOURISM (ITT) THE ACADEMY OF HEALTH SCIENCES ADDRESSES THE CRITICAL ACHIEVEMENT GAP IN STEM FIELDS AND DEVELOPS A PIPELINE OF STUDENTS PREPARED TO PURSUE HEALTH-RELATED DEGREES AND PROFESSIONS IN ONE OF THE FASTEST GROWING SECTORS OF THE ECONOMY, INCLUDING BIOTECHNOLOGY, GENETICS, NURSING, THERAPEUTICS, AND DIAGNOSTICS |

| Identifier | Return Reference | Explanation |
| --- | --- | --- |
| PART VI GOVERNANCE, MANAGEMENT, AND DISCLOSURE | SECTION A LINE 2 | JAY FISHMAN, WILLIAM HANNON AND ANDY BESSETTE , BUSINESS RELATIONSHIP - ALL EXECUTIVE OFFICERS OF THE TRAVELERS COMPANIES, INC JAY FISHMAN IS THE CEO, WILLIAM HANNON IS EXECUTIVE VICE PRESIDENT AND ANDY BESSETTE IS THE CHIEF ADMINISTRATIVE OFFICER THE INSURANCE WAS NEGOTIATED WITH AN INDEPENDENT THIRD PARTY INSURANCE BROKER AT ARM'S LENGTH AND IN THE NORMAL COURSE OF BUSINESS THE TOTAL AMOUNT OF THE INSURANCE PREMIUM DID NOT EXCEED $35,000 THIS AMOUNT IS NOT MATERIAL TO NAF OR THE TRAVELERS COMPANIES, INC AND FALLS BELOW THE APPLICABLE THRESHOLD FOR REPORTING ON SCHEDULE L |

| Identifier | Return Reference | Explanation |
|---|---|---|
| PART VI GOVERNANCE, MANAGEMENT, AND DISCLOSURE | SECTION B LINE 11 | THE RETURN IS PREPARED BY AN INDEPENDENT ACCOUNTING FIRM BASED ON INFORMATION PROVIDED BY THE COMPANY AND IN CONSULTATION WITH NATIONAL ACADEMY FOUNDATION STAFF MEMBERS THE DRAFT PREPARED BY THE ACCOUNTING FIRM IS THEN REVIEWED BY THE COMPANY'S FINANCE DEPARTMENT, AND THE FINANCE AND AUDIT COMMITTEE OF THE BOARD OF DIRECTORS THE FINAL VERSION OF THE ORGANIZATION'S FORM 990 IS THEN PROVIDED TO THE FULL BOARD OF DIRECTORS PRIOR TO SUBMISSION OF THE RETURN TO THE INTERNAL REVENUE SERVICE |

| Identifier | Return Reference | Explanation |
| --- | --- | --- |
| PART VI GOVERNANCE, MANAGEMENT, AND DISCLOSURE | SECTION B LINE 12 | NATIONAL ACADEMY FOUNDATION HAS A CODE OF ETHICS/CONFLICT OF INTEREST POLICY REQUIRING ALL EMPLOYEES AND BOARD MEMBERS TO COMPLETE A CONFLICT OF INTEREST POLICY LETTER ANNUALLY THE STAFF LETTERS ARE REVIEWED AND MAINTAINED BY THE CFO THE BOARD LETTERS ARE REVIEWED BY THE CEO AND CHAIRMAN OF THE BOARD IN THE EVENT OF A CONFLICT OF INTEREST, THE BOARD OF DIRECTORS DETERMINES THE APPROPRIATE ACTIONS REQUIRED, INCLUDING PREVENTING THE INDIVIDUAL FROM PARTICIPATING IN DISCUSSION AND DECISIONS REGARDING THE MATTER |

| Identifier | Return Reference | Explanation |
|---|---|---|
| PART VI GOVERNANCE, MANAGEMENT, AND DISCLOSURE | SECTION B LINE 15 | NAF HIRED AN INDEPENDENT COMPENSATION CONSULTANT TO PRODUCE A SALARY SURVEY IN 2011 NAF HAS SET COMPENSATION FOR SENIOR MANAGEMENT WITHIN THE RANGE OF THE GOING MARKET RATE FOR FUNCTIONALLY COMPARABLE POSITIONS HELD BY INDIVIDUALS WITH SIMILAR EXPERIENCE LEVELS AT SIMILARLY SITUATED ORGANIZATIONS DOCUMENTATION IS MAINTAINED IN NAF'S RECORDS THE FULL BOARD OF DIRECTORS REVIEWS AND APPROVES THE PRESIDENT'S COMPENSATION NAF'S CONFLICT OF INTEREST POLICY WOULD PRECLUDE ANY INDIVIDUALS HAVING A CONFLICT OF INTEREST FROM BEING INVOLVED IN DETERMINING COMPENSATION |

| Identifier | Return Reference | Explanation |
| --- | --- | --- |
| PART VI GOVERNANCE, MANAGEMENT, AND DISCLOSURE | SECTION C LINE 19 | NATIONAL ACADEMY FOUNDATION DOES NOT CURRENTLY MAKE ITS GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY, OR FINANCIAL STATEMENTS AVAILABLE TO THE PUBLIC |

| Identifier | Return Reference | Explanation |
| --- | --- | --- |
| PART XI, LINE 10 | OTHER CHANGES IN NET ASSETS OR FUND BALANCES | SPECIAL EVENT EXPENSES REPORTED ON 990 PART VIII, LINE 8 |