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 private foundations)**

▶ Do not enter social security numbers on this form as it may be made public
▶ Information about Form 990 and its instructions is at www IRS gov/form990

OMB No 1545-0047

**2015**

**Open to Public Inspection**

**A For the 2015 calendar year, or tax year beginning 01-01-2015 , and ending 12-31-2015**

B Check if applicable
☑ Address change
☐ Name change
☐ Initial return
☐ Final return/terminated
☐ Amended return
☐ Application pending

C Name of organization
THE FOUNDATION CENTER

% MS LORENA NOGARA
Doing business as

Number and street (or P O box if mail is not delivered to street address) Room/suite
32 OLD SLIP 24TH FL

City or town, state or province, country, and ZIP or foreign postal code
NEW YORK, NY 10005

**D Employer identification number**
13-1837418

E Telephone number
(212) 620-4230

G Gross receipts $ 25,670,423

F Name and address of principal officer
BRADFORD K SMITH
32 OLD SLIP 24TH FL
NEW YORK,NY 10005

H(a) Is this a group return for subordinates? ☐ Yes ☑ No
H(b) Are all subordinates 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 FOUNDATIONCENTER ORG

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

L Year of formation 1956 M State of legal domicile NY

## Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities
THE FOUNDATION CENTER'S MISSION IS TO STRENGTHEN THE SOCIAL SECTOR BY ADVANCING KNOWLEDGE ABOUT PHILANTHROPY IN THE UNITED STATES AND AROUND THE WORLD

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 | 18 |
| 4 | Number of independent voting members of the governing body (Part VI, line 1b) | 4 | 17 |
| 5 | Total number of individuals employed in calendar year 2015 (Part V, line 2a) | 5 | 231 |
| 6 | Total number of volunteers (estimate if necessary) | 6 | 17 |
| 7a | Total unrelated business revenue from Part VIII, column (C), line 12 | 7a | 60,960 |
| b | Net unrelated business taxable income from Form 990-T, line 34 | 7b | -3,189 |

| | | | Prior Year | Current Year |
|---|---|---|---|---|
| Revenue | 8 | Contributions and grants (Part VIII, line 1h) | 9,061,221 | 10,017,916 |
| | 9 | Program service revenue (Part VIII, line 2g) | 13,669,697 | 14,551,976 |
| | 10 | Investment income (Part VIII, column (A), lines 3, 4, and 7d ) | 723,466 | 762,322 |
| | 11 | Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) | 74,950 | 60,960 |
| | 12 | Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) | 23,529,334 | 25,393,174 |
| Expenses | 13 | Grants and similar amounts paid (Part IX, column (A), lines 1–3 ) | 0 | 0 |
| | 14 | Benefits paid to or for members (Part IX, column (A), line 4) | 0 | 0 |
| | 15 | Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10) | 15,043,099 | 15,947,000 |
| | 16a | Professional fundraising fees (Part IX, column (A), line 11e) | 80,668 | 0 |
| | b | Total fundraising expenses (Part IX, column (D), line 25) ▶919,311 | | |
| | 17 | Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e) | 10,014,185 | 11,532,009 |
| | 18 | Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25) | 25,137,952 | 27,479,009 |
| | 19 | Revenue less expenses Subtract line 18 from line 12 | -1,608,618 | -2,085,835 |

| Net Assets or Fund Balances | | | Beginning of Current Year | End of Year |
|---|---|---|---|---|
| | 20 | Total assets (Part X, line 16) | 41,125,518 | 45,160,090 |
| | 21 | Total liabilities (Part X, line 26) | 8,966,106 | 15,942,214 |
| | 22 | Net assets or fund balances Subtract line 21 from line 20 | 32,159,412 | 29,217,876 |

## 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**

****** 2016-11-14
Signature of officer Date

LORENA NOGARA CONTROLLER/TREASURER
Type or print name and title

**Paid Preparer Use Only**

| Print/Type preparer's name | Preparer's signature | Date | Check ☐ if self-employed | PTIN |
|---|---|---|---|---|
| DEVIN L DUNCAN | DEVIN L DUNCAN | 2016-11-14 | | P01249521 |

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 or note to any line in this Part III . . . . . . . . . . . . . . ☑

1 Briefly describe the organization's mission

TO STRENGTHEN THE SOCIAL SECTOR BY ADVANCING KNOWLEDGE ABOUT PHILANTHROPY IN THE U S AND AROUND THE WORLD FOR MORE INFORMATION, 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 $ 9,130,664 including grants of $ ) (Revenue $ 11,486,940 )

DATA COLLECTION AND PUBLICATIONS - SEE SCHEDULE O

4b (Code ) (Expenses $ 5,912,256 including grants of $ ) (Revenue $ 1,488,907 )

LIBRARY/LEARNING CENTERS AND OTHER PUBLIC SERVICES - SEE SCHEDULE O

4c (Code ) (Expenses $ 5,191,731 including grants of $ ) (Revenue $ 1,637,089 )

RESEARCH AND OTHER PROGRAMS - SEE SCHEDULE O

4d Other program services (Describe in Schedule O )

(Expenses $ including grants of $ ) (Revenue $ )

4e **Total program service expenses ▶** 20,234,651

## 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 | | No |
| **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 | Yes | |
| **c** | Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? *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 | Yes | |
| **f** | Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? *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 | Yes | |
| **15** | Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or other assistance to or for any foreign organization? *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 other assistance to or for foreign individuals? *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 | | No |
| **18** | Did the organization report more than $15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? *If "Yes," complete Schedule G, Part II* | 18 | | No |
| **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 or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? *If "Yes," complete Schedule I, Parts I and II* | 21 | | No |
| 22 | Did the organization report more than $5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? *If "Yes," complete Schedule I, Parts I and III* | 22 | | No |
| 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 25a* | 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), 501(c)(4), and 501(c)(29) 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 | Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? *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 or note to any line in this Part V . . . . . . . . . . . . ☐

| | | | | | Yes | No |
|---|---|---|---|---|---|---|
| 1a | Enter the number reported in Box 3 of Form 1096 Enter -0- if not applicable . . | 1a | 102 | | | |
| 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 | 231 | | | |
| 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 | Yes | |
| b | If "Yes," has it filed a Form 990-T for this year? *If "No" to line 3b, provide an explanation in Schedule O* | | | 3b | Yes | |
| 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 ▶<br>See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR) | | | | | |
| 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 | | No |
| b | If "Yes," did the organization notify the donor of the value of the goods or services provided? | | | 7b | | |
| 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.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year? | | | 8 | | |
| 9a | Did the sponsoring organization make any taxable distributions under section 4966? | | | 9a | | |
| b | Did the sponsoring 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 or note to any line 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 | 18 | | | |
| | 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 | 17 | | | |
| 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 | | No |
| 3 | Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? | | | 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 | Yes | |
| 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 | Yes | |
| 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▶ AR , CA , CO , CT , FL , GA , HI , IL , KS , ME , MD , MA , MI , MN , NH , NJ , NM , NY , NC , OH , OR , PA , RI , SC , TN , VA , WI

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, address, and telephone number of the person who possesses the organization's books and records
▶MS LORENA NOGARA 32 OLD SLIP 24TH FL NEW YORK, NY 10005 (212) 620-4230

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

Check if Schedule O contains a response or note to any line 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 (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 |
|---|---|---|---|---|---|---|---|---|---|---|
| See Additional Data Table | | | | | | | | | | |

**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) 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 |
|---|---|---|---|---|---|---|---|---|---|---|
| See Additional Data Table | | | | | | | | | | |

| | | (D) | (E) | (F) |
|---|---|---|---|---|
| **1b** | **Sub-Total** ▶ | | | |
| **c** | **Total from continuation sheets to Part VII, Section A** ▶ | | | |
| **d** | **Total (add lines 1b and 1c)** ▶ | 2,131,709 | 0 | 343,487 |

**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 ▶ 27

| | | | 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 |
|---|---|---|
| BENCHMARK BUILDERS INC, 237 WEST 35TH STREET SUITE 901 NEW YORK, NY 10003 | GENERAL CONTRACTORS | 4,519,601 |
| SLALOM CONSULTING, PO BOX 101416 PASADENA, CA 91189 | IT CONSULTING | 2,956,958 |
| BEACONFIRE CONSULTING, 2300 CLARENDON BLVD SUITE 925 ARLINGTON, VA 22201 | IT CONSULTING | 458,339 |
| CONTEGRA SYSTEMS INC, 200 MAMARONECK AVENUE WHITE PLAINS, NY 10601 | IT CONSULTING | 331,560 |
| COMMONFUND, 15 OLD DANBURY ROAD PO BOX 812 WILTON, CT 068970812 | INVESTMENT SERVICES | 248,408 |

**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 ▶ 11

**Part VIII Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII . . . . . . . . . . . . . ☐

| | | | (A) Total revenue | (B) Related or exempt function revenue | (C) Unrelated business revenue | (D) Revenue excluded from tax under sections 512-514 |
|---|---|---|---|---|---|---|
| **Contributions, Gifts, Grants and Other Similar Amounts** | 1a Federated campaigns . . | 1a | | | | |
| | b Membership dues . . . . | 1b | | | | |
| | c Fundraising events . . . . | 1c | | | | |
| | d Related organizations . . . | 1d | | | | |
| | e Government grants (contributions) | 1e | | | | |
| | f All other contributions, gifts, grants, and similar amounts not included above | 1f 10,017,916 | | | | |
| | g Noncash contributions included in lines 1a-1f $ | 200,000 | | | | |
| | h **Total.** Add lines 1a-1f . . . . . . . ▶ | | 10,017,916 | | | |
| **Program Service Revenue** | | Business Code | | | | |
| | 2a PRODUCT REVENUE | 611710 | 11,486,940 | 11,486,940 | | |
| | b EDUCATIONAL PROGRAM REVENUE | 611710 | 767,336 | 767,336 | | |
| | c ASSOCIATES PROGRAM MEMBERSHIP FEES | 611710 | 73,473 | 73,473 | | |
| | d DATABASE SEARCH REVENUE | 611710 | 118,611 | 118,611 | | |
| | e FUNDING INFO NETWORK MEMBERSHIP FEES | 611710 | 529,487 | 529,487 | | |
| | f All other program service revenue | | 1,576,129 | 1,576,129 | | |
| | g **Total.** Add lines 2a–2f . . . . . . . . ▶ | | 14,551,976 | | | |
| **Other Revenue** | 3 Investment income (including dividends, interest, and other similar amounts) . . . . . . . ▶ | | 503,062 | | | 503,062 |
| | 4 Income from investment of tax-exempt bond proceeds . . ▶ | | 0 | | | |
| | 5 Royalties . . . . . . . . . . . ▶ | | 0 | | | |

| | (i) Real | (ii) Personal |
|---|---|---|
| 6a Gross rents | | |
| b Less rental expenses | | |
| c Rental income or (loss) | 0 | 0 |

| | | (A) | (B) | (C) | (D) |
|---|---|---|---|---|---|
| d Net rental income or (loss) . . . . . . . ▶ | | 0 | | | |

| | (i) Securities | (ii) Other |
|---|---|---|
| 7a Gross amount from sales of assets other than inventory | 536,509 | |
| b Less cost or other basis and sales expenses | 277,249 | |
| c Gain or (loss) | 259,260 | |

| | | (A) | (B) | (C) | (D) |
|---|---|---|---|---|---|
| d Net gain or (loss) . . . . . . . . . . ▶ | | 259,260 | | | 259,260 |
| 8a Gross income from fundraising events (not including $ ______ of contributions reported on line 1c) See Part IV, line 18 . . | a | | | | |
| b Less direct expenses . . . | b | | | | |
| c Net income or (loss) from fundraising events . . ▶ | | 0 | | | |
| 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 PHILANTHROPY NEWS DIGEST & JOB CORNER | 541800 | 60,520 | | 60,520 | |
| b FEE FOR FACILITIES SET UP FROM | 561000 | 440 | | 440 | |
| c | | | | | |
| d All other revenue . . . . | | | | | |
| e **Total.** Add lines 11a–11d . . . . . . ▶ | | 60,960 | | | |
| 12 **Total revenue.** See Instructions . . . . . ▶ | | 25,393,174 | 14,551,976 | 60,960 | 762,322 |

**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 or note to any line 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 domestic organizations and domestic governments See Part IV, line 21 . . . . | 0 | | | |
| 2 | Grants and other assistance to domestic individuals See Part IV, line 22 . . . . | 0 | | | |
| 3 | Grants and other assistance to foreign organizations, foreign governments, and foreign individuals 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 . . . . | 1,270,680 | 668,572 | 510,882 | 91,226 |
| 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 . . . . | 11,091,404 | 8,501,722 | 2,131,385 | 458,297 |
| 8 | Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) . . . . | 1,072,490 | 820,092 | 209,409 | 42,989 |
| 9 | Other employee benefits . . . . . . . . | 1,546,475 | 1,116,385 | 354,829 | 75,261 |
| 10 | Payroll taxes . . . . . . . . . . . . . . | 965,951 | 738,626 | 188,606 | 38,719 |
| 11 | Fees for services (non-employees) | | | | |
| a | Management . . . . . . . | 0 | | | |
| b | Legal . . . . . . . . . . | 98,883 | 33,742 | 65,141 | |
| c | Accounting . . . . . . . . . . . . . | 137,165 | | 137,165 | |
| d | Lobbying . . . . . . . . . . . . . | 0 | | | |
| e | Professional fundraising services See Part IV, line 17 | 0 | | | |
| f | Investment management fees . . . . . . . | 268,408 | | 268,408 | |
| g | Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O) . . . . | 1,585,804 | 1,165,218 | 418,690 | 1,896 |
| 12 | Advertising and promotion . . . . | 18,781 | 18,781 | | |
| 13 | Office expenses . . . . . . . . | 716,413 | 616,874 | 92,169 | 7,370 |
| 14 | Information technology . . . . . . | 1,453,056 | 1,289,600 | 151,114 | 12,342 |
| 15 | Royalties . . | 4,302 | 4,302 | | |
| 16 | Occupancy . . . . . . . . . . . . . | 3,631,394 | 2,840,362 | 664,537 | 126,495 |
| 17 | Travel . . . . . . . . . . . . . . . | 555,988 | 464,856 | 83,469 | 7,663 |
| 18 | Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . . . . | 0 | | | |
| 19 | Conferences, conventions, and meetings . . . . | 213,619 | 157,157 | 54,774 | 1,688 |
| 20 | Interest . . . . . . . . . . . . | 0 | | | |
| 21 | Payments to affiliates . . . . . . . . | 0 | | | |
| 22 | Depreciation, depletion, and amortization . . . . . | 1,382,596 | 946,975 | 382,531 | 53,090 |
| 23 | Insurance . . . . . . . . . . . . . . . . . | 161,703 | | 161,703 | |
| 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 | PRINTING AND DUPLICATING | 209,594 | 181,606 | 27,971 | 17 |
| b | SEMINAR INSTRUCTION | 102,345 | 102,345 | | |
| c | LIBRARY ACQUISITION | 52,292 | 52,292 | | |
| d | PUBLICATION DISTRIBUTION | 20,883 | 20,883 | | |
| e | All other expenses | 918,783 | 494,261 | 422,264 | 2,258 |
| 25 | **Total functional expenses.** Add lines 1 through 24e | 27,479,009 | 20,234,651 | 6,325,047 | 919,311 |
| 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 or note to any line in this Part X . . . . . . . . . . . . . . . . . ☐

| | | | | | (A) Beginning of year | | (B) End of year |
|---|---|---|---|---|---|---|---|
| Assets | 1 | Cash-non-interest-bearing | | | 147,217 | 1 | 148,070 |
| | 2 | Savings and temporary cash investments | | | 13,032,172 | 2 | 11,790,891 |
| | 3 | Pledges and grants receivable, net | | | 7,377,015 | 3 | 3,441,807 |
| | 4 | Accounts receivable, net | | | 557,403 | 4 | 930,328 |
| | 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 | | | 87,679 | 8 | 66,864 |
| | 9 | Prepaid expenses and deferred charges | | | 556,571 | 9 | 456,453 |
| | 10a | Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D | 10a | 21,854,447 | | | |
| | b | Less accumulated depreciation | 10b | 8,685,857 | 3,530,916 | 10c | 13,168,590 |
| | 11 | Investments—publicly traded securities | | | 0 | 11 | 0 |
| | 12 | Investments—other securities See Part IV, line 11 | | | 15,836,545 | 12 | 15,157,087 |
| | 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) | | | 41,125,518 | 16 | 45,160,090 |
| Liabilities | 17 | Accounts payable and accrued expenses | | | 1,403,755 | 17 | 1,266,006 |
| | 18 | Grants payable | | | 0 | 18 | 0 |
| | 19 | Deferred revenue | | | 5,430,117 | 19 | 5,519,089 |
| | 20 | Tax-exempt bond liabilities | | | 0 | 20 | 0 |
| | 21 | Escrow or custodial account liability Complete Part IV of Schedule D | | | 0 | 21 | 0 |
| | 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 | 2,500,000 |
| | 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 | | | 2,132,234 | 25 | 6,657,119 |
| | 26 | **Total liabilities.** Add lines 17 through 25 | | | 8,966,106 | 26 | 15,942,214 |
| 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 | | | 17,094,780 | 27 | 20,113,577 |
| | 28 | Temporarily restricted net assets | | | 13,350,632 | 28 | 7,390,299 |
| | 29 | Permanently restricted net assets | | | 1,714,000 | 29 | 1,714,000 |
| | | **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 | | | 32,159,412 | 33 | 29,217,876 |
| | 34 | Total liabilities and net assets/fund balances | | | 41,125,518 | 34 | 45,160,090 |

**Part XI** **Reconcilliation of Net Assets**

Check if Schedule O contains a response or note to any line in this Part XI . . . . . . . . . . . . . . ☑

| | | | |
|---|---|---|---|
| 1 | Total revenue (must equal Part VIII, column (A), line 12) | 1 | 25,393,174 |
| 2 | Total expenses (must equal Part IX, column (A), line 25) | 2 | 27,479,009 |
| 3 | Revenue less expenses Subtract line 2 from line 1 | 3 | -2,085,835 |
| 4 | Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A)) | 4 | 32,159,412 |
| 5 | Net unrealized gains (losses) on investments | 5 | -691,550 |
| 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 | -164,151 |
| 10 | Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B)) | 10 | 29,217,876 |

**Part XII** **Financial Statements and Reporting**

Check if Schedule O contains a response or note to any line 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:** 13-1837418
**Name:** THE FOUNDATION CENTER

**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) | | | | | | (D) Reportable compensation from the organization (W- 2/1099-MISC) | (E) Reportable compensation from related organizations (W- 2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| P RUSSELL HARDIN<br>CHAIRMAN | 1 0<br>0 0 | X | | X | | | | 0 | 0 | 0 |
| CLOTILDE PEREZ-BODE DEDECKER<br>VICE CHAIRMAN | 1 0<br>0 0 | X | | X | | | | 0 | 0 | 0 |
| ANA MARIE ARGILAGOS<br>TRUSTEE | 1 0<br>0 0 | X | | | | | | 0 | 0 | 0 |
| MELISSA BERMAN<br>TRUSTEE | 1 0<br>0 0 | X | | | | | | 0 | 0 | 0 |
| GAIL CHRISTOPHER<br>TRUSTEE | 1 0<br>0 0 | X | | | | | | 0 | 0 | 0 |
| JOHN COLBORN<br>TRUSTEE | 1 0<br>0 0 | X | | | | | | 0 | 0 | 0 |
| PATRICK COLLINS<br>TRUSTEE | 1 0<br>0 0 | X | | | | | | 0 | 0 | 0 |
| NEAL HEGARTY<br>TRUSTEE | 1 0<br>0 0 | X | | | | | | 0 | 0 | 0 |
| DEBORAH D HOOVER<br>TRUSTEE | 1 0<br>0 0 | X | | | | | | 0 | 0 | 0 |
| DOMINICK J IMPEMBA<br>TRUSTEE | 1 0<br>0 0 | X | | | | | | 0 | 0 | 0 |

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

| (A) Name and Title | (B) Average hours per week (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 |
|---|---|---|---|---|---|---|---|---|---|---|
| SUSAN KISH<br>TRUSTEE | 1 0<br>0 0 | X | | | | | | 0 | 0 | 0 |
| EARL LEWIS<br>TRUSTEE | 1 0<br>0 0 | X | | | | | | 0 | 0 | 0 |
| PATRICK MCCARTHY<br>TRUSTEE | 1 0<br>0 0 | X | | | | | | 0 | 0 | 0 |
| VALDEMAR DE OLIVEIRA NETO<br>TRUSTEE | 1 0<br>0 0 | X | | | | | | 0 | 0 | 0 |
| MARCIA A SMITH<br>TRUSTEE | 1 0<br>0 0 | X | | | | | | 0 | 0 | 0 |
| YVETTE J ALBERDINGK THIJM<br>TRUSTEE | 1 0<br>0 0 | X | | | | | | 0 | 0 | 0 |
| MARIEKE VAN SCHAIK<br>TRUSTEE | 1 0<br>0 0 | X | | | | | | 0 | 0 | 0 |
| BRADFORD K SMITH<br>PRESIDENT | 50 0<br>0 0 | X | | X | | | | 605,362 | 0 | 58,164 |
| LORENA NOGARA<br>TREASURER & CONTROLLER | 50 0<br>0 0 | | | X | | | | 156,217 | 0 | 20,212 |
| ZOHRA ZORI<br>SECRETARY & VP SOCIAL SECTOR | 50 0<br>0 0 | | | X | | | | 152,580 | 0 | 10,227 |

## 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 |
|---|---|---|---|---|---|---|---|---|---|---|
| LISA L PHILP<br>SEC(THRU 11/15) & VP-STRGC PHI | 50 0<br>0 0 | | | X | | | | 234,500 | 0 | 33,418 |
| ROBERT J YAEGER<br>VP- FINANCIAL STRATEGY | 50 0<br>0 0 | | | | | X | | 241,922 | 0 | 38,567 |
| LAWRENCE T MCGILL<br>VP- RESEARCH | 50 0<br>0 0 | | | | | X | | 199,713 | 0 | 61,037 |
| ELIZABETH A BRADLEY<br>DIR OF BUS DEV, MKTG & COMM | 50 0<br>0 0 | | | | | X | | 184,919 | 0 | 30,324 |
| JACOB K GARCIA<br>VP- DATA AND TECHNOLOGY | 50 0<br>0 0 | | | | | X | | 183,485 | 0 | 34,482 |
| JEFFREY A FALKENSTEIN<br>VP- DATA ACQUISITION | 50 0<br>0 0 | | | | | X | | 173,011 | 0 | 57,056 |

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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.**
**▶ Information about Schedule A (Form 990 or 990-EZ) and its instructions is at *www.irs.gov/form990*.**

OMB No 1545-0047

**2015**

**Open to Public Inspection**

**Name of the organization**
THE FOUNDATION CENTER

**Employer identification number**
13-1837418

**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 (Form 990 or 990-EZ))

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 331/3% 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 331/3% 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 in lines 11a through 11d that describes the type of supporting organization and complete lines 11e, 11f, and 11g

a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization **You must complete Part IV, Sections A and B.**

b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s) **You must complete Part IV, Sections A and C.**

c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions) **You must complete Part IV, Sections A, D, and E.**

d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions) **You must complete Part IV, Sections A and D, and Part V.**

e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization

f Enter the number of supported organizations . . . . . . . . . . . . . . . . . . . . . . . . . . . . . ______

g 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 (see instructions)) | (iv) Is the organization listed in your governing document? | | (v) Amount of monetary support (see instructions) | (vi) Amount of other support (see instructions) |
|---|---|---|---|---|---|---|
| | | | 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) 2011 | (b) 2012 | (c) 2013 | (d) 2014 | (e) 2015 | (f) Total |
|---|---|---|---|---|---|---|
| 1 Gifts, grants, contributions, and membership fees received (Do not include any unusual grants ) | 7,884,538 | 14,326,112 | 15,907,716 | 9,061,221 | 10,017,916 | 57,197,503 |
| 2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf | | | | | | 0 |
| 3 The value of services or facilities furnished by a governmental unit to the organization without charge | | | | | | 0 |
| 4 **Total.** Add lines 1 through 3 | 7,884,538 | 14,326,112 | 15,907,716 | 9,061,221 | 10,017,916 | 57,197,503 |
| 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) | | | | | | 22,305,210 |
| 6 **Public support.** Subtract line 5 from line 4 | | | | | | 34,892,293 |

**Section B. Total Support**

| Calendar year (or fiscal year beginning in) ▶ | (a) 2011 | (b) 2012 | (c) 2013 | (d) 2014 | (e) 2015 | (f) Total |
|---|---|---|---|---|---|---|
| 7 Amounts from line 4 | 7,884,538 | 14,326,112 | 15,907,716 | 9,061,221 | 10,017,916 | 57,197,503 |
| 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources | 419,328 | 379,577 | 424,982 | 490,597 | 503,062 | 2,217,546 |
| 9 Net income from unrelated business activities, whether or not the business is regularly carried on | | | | | | 0 |
| 10 Other income Do not include gain or loss from the sale of capital assets (Explain in Part VI ) | | | | | | 0 |
| 11 **Total support.** Add lines 7 through 10 | | | | | | 59,415,049 |

12 Gross receipts from related activities, etc (see instructions) | 12 | 68,712,255

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

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

14 Public support percentage for 2015 (line 6, column (f) divided by line 11, column (f)) | 14 | 58 726 %

15 Public support percentage for 2014 Schedule A, Part II, line 14 | 15 | 59 319 %

16a **33 1/3% support test—2015.** 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—2014.** 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—2015.** 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 VI how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization ▶ ☐

b **10%-facts-and-circumstances test—2014.** 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 VI 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) 2011 | (b) 2012 | (c) 2013 | (d) 2014 | (e) 2015 | (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) 2011 | (b) 2012 | (c) 2013 | (d) 2014 | (e) 2015 | (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 VI ) | | | | | | |
| 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 section 501(c)(3) organization, check this box and **stop here** ▶ ☐

## Section C. Computation of Public Support Percentage

| | | | |
|---|---|---|---|
| 15 | Public support percentage for 2015 (line 8, column (f) divided by line 13, column (f)) | 15 | |
| 16 | Public support percentage from 2014 Schedule A, Part III, line 15 | 16 | |

## Section D. Computation of Investment Income Percentage

| | | | |
|---|---|---|---|
| 17 | Investment income percentage for **2015** (line 10c, column (f) divided by line 13, column (f)) | 17 | |
| 18 | Investment income percentage from **2014** Schedule A, Part III, line 17 | 18 | |

19a **33 1/3% support tests—2015.** 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—2014.** 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 Supporting Organizations

(Complete only if you checked a box on line 11 of Part I If you checked 11a of Part I, complete Sections A and B If you checked 11b of Part I, complete Sections A and C If you checked 11c of Part I, complete Sections A, D, and E If you checked 11d of Part I, complete Sections A and D, and complete Part V )

### Section A. All Supporting Organizations

| | | | Yes | No |
|---|---|---|---|---|
| 1 | Are all of the organization's supported organizations listed by name in the organization's governing documents? *If "No," describe in **Part VI** how the supported organizations are designated If designated by class or purpose, describe the designation If historic and continuing relationship, explain* | 1 | | |
| 2 | Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? *If "Yes," explain in **Part VI** how the organization determined that the supported organization was described in section 509(a)(1) or (2)* | 2 | | |
| 3a | Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? *If "Yes," answer (b) and (c) below* | 3a | | |
| b | Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? *If "Yes," describe in **Part VI** when and how the organization made the determination* | 3b | | |
| c | Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? *If "Yes," explain in **Part VI** what controls the organization put in place to ensure such use* | 3c | | |
| 4a | Was any supported organization not organized in the United States ("foreign supported organization")? *If "Yes" and if you checked 11a or 11b in Part I, answer (b) and (c) below* | 4a | | |
| b | Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? *If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations* | 4b | | |
| c | Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? *If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes* | 4c | | |
| 5a | Did the organization add, substitute, or remove any supported organizations during the tax year? *If "Yes," answer (b) and (c) below (if applicable) Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed, (ii) the reasons for each such action, (iii) the authority under the organization's organizing document authorizing such action, and (iv) how the action was accomplished (such as by amendment to the organizing document)* | 5a | | |
| b | **Type I or Type II only.** Was any added or substituted supported organization part of a class already designated in the organization's organizing document? | 5b | | |
| c | **Substitutions only.** Was the substitution the result of an event beyond the organization's control? | 5c | | |
| 6 | Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (a) its supported organizations, (b) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (c) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? *If "Yes," provide detail in **Part VI.*** | 6 | | |
| 7 | Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in IRC 4958(c)(3)(C)), a family member of a substantial contributor, or a 35-percent controlled entity with regard to a substantial contributor? *If "Yes," complete Part I of Schedule L (Form 990)* | 7 | | |
| 8 | Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? *If "Yes," complete Part II of Schedule L (Form 990)* | 8 | | |
| 9a | Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509 (a)(1) or (2))? *If "Yes," provide detail in **Part VI.*** | 9a | | |
| b | Did one or more disqualified persons (as defined in line 9(a)) hold a controlling interest in any entity in which the supporting organization had an interest? *If "Yes," provide detail in **Part VI.*** | 9b | | |
| c | Did a disqualified person (as defined in line 9(a)) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? *If "Yes," provide detail in **Part VI.*** | 9c | | |
| 10a | Was the organization subject to the excess business holdings rules of IRC 4943 because of IRC 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? *If "Yes," answer b below* | 10a | | |
| b | Did the organization have any excess business holdings in the tax year? *(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings)* | 10b | | |
| 11 | Has the organization accepted a gift or contribution from any of the following persons? | | | |
| a | A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization? | 11a | | |
| b | A family member of a person described in (a) above? | 11b | | |
| c | A 35% controlled entity of a person described in (a) or (b) above? *If "Yes" to a, b, or c, provide detail in Part VI* | 11c | | |

**Part IV Supporting Organizations** (continued)

## Section B. Type I Supporting Organizations

| | | Yes | No |
|---|---|---|---|
| **1** Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? *If "No," describe in **Part VI** how the supported organization(s) effectively operated, supervised, or controlled the organization's activities If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year* | 1 | | |
| **2** Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? *If "Yes," explain in **Part VI** how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised or controlled the supporting organization* | 2 | | |

## Section C. Type II Supporting Organizations

| | | Yes | No |
|---|---|---|---|
| **1** Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? *If "No," describe in **Part VI** how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s)* | 1 | | |

## Section D. All Type III Supporting Organizations

| | | Yes | No |
|---|---|---|---|
| **1** Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (1) a written notice describing the type and amount of support provided during the prior tax year, (2) a copy of the Form 990 that was most recently filed as of the date of notification, and (3) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided? | 1 | | |
| **2** Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? *If "No," explain in **Part VI** how the organization maintained a close and continuous working relationship with the supported organization(s)* | 2 | | |
| **3** By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? *If "Yes," describe in **Part VI** the role the organization's supported organizations played in this regard* | 3 | | |

## Section E. Type III Functionally-Integrated Supporting Organizations

**1** Check the box next to the method that the organization used to satisfy the Integral Part Test during the year **(see instructions)**

**a** ☐ The organization satisfied the Activities Test Complete **line 2** below

**b** ☐ The organization is the parent of each of its supported organizations Complete **line 3** below

**c** ☐ The organization supported a governmental entity Describe in Part VI how you supported a government entity (see instructions)

| | | Yes | No |
|---|---|---|---|
| **2** Activities Test **Answer (a) and (b) below.** | | | |
| **a** Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? *If "Yes," then in **Part VI identify those supported organizations and explain** how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities* | 2a | | |
| **b** Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? *If "Yes," explain in **Part VI** the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement* | 2b | | |
| **3** Parent of Supported Organizations **Answer (a) and (b) below.** | | | |
| **a** Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? *Provide details in Part VI* | 3a | | |
| **b** Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? *If "Yes," describe in Part VI the role played by the organization in this regard* | 3b | | |

**Part V** **Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

1 Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov 20, 1970 **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E ☐

| | **Section A - Adjusted Net Income** | | (A) Prior Year | (B) Current Year (optional) |
|---|---|---|---|---|
| 1 | Net short-term capital gain | 1 | | |
| 2 | Recoveries of prior-year distributions | 2 | | |
| 3 | Other gross income (see instructions) | 3 | | |
| 4 | Add lines 1 through 3 | 4 | | |
| 5 | Depreciation and depletion | 5 | | |
| 6 | Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions) | 6 | | |
| 7 | Other expenses (see instructions) | 7 | | |
| 8 | **Adjusted Net Income** (subtract lines 5, 6 and 7 from line 4) | 8 | | |

| | **Section B - Minimum Asset Amount** | | (A) Prior Year | (B) Current Year (optional) |
|---|---|---|---|---|
| 1 | Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year) | 1 | | |
| a | Average monthly value of securities | 1a | | |
| b | Average monthly cash balances | 1b | | |
| c | Fair market value of other non-exempt-use assets | 1c | | |
| d | **Total** (add lines 1a, 1b, and 1c) | 1d | | |
| e | **Discount** claimed for blockage or other factors (explain in detail in Part VI) ______ | | | |
| 2 | Acquisition indebtedness applicable to non-exempt use assets | 2 | | |
| 3 | Subtract line 2 from line 1d | 3 | | |
| 4 | Cash deemed held for exempt use Enter 1-1/2% of line 3 (for greater amount, see instructions) | 4 | | |
| 5 | Net value of non-exempt-use assets (subtract line 4 from line 3) | 5 | | |
| 6 | Multiply line 5 by 035 | 6 | | |
| 7 | Recoveries of prior-year distributions | 7 | | |
| 8 | **Minimum Asset Amount** (add line 7 to line 6) | 8 | | |

| | **Section C - Distributable Amount** | | | Current Year |
|---|---|---|---|---|
| 1 | Adjusted net income for prior year (from Section A, line 8, Column A) | 1 | | |
| 2 | Enter 85% of line 1 | 2 | | |
| 3 | Minimum asset amount for prior year (from Section B, line 8, Column A) | 3 | | |
| 4 | Enter greater of line 2 or line 3 | 4 | | |
| 5 | Income tax imposed in prior year | 5 | | |
| 6 | **Distributable Amount.** Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions) | 6 | | |

7 Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions) ☐

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)**

| Section D - Distributions | Current Year |
|---|---|
| 1 Amounts paid to supported organizations to accomplish exempt purposes | |
| 2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity | |
| 3 Administrative expenses paid to accomplish exempt purposes of supported organizations | |
| 4 Amounts paid to acquire exempt-use assets | |
| 5 Qualified set-aside amounts (prior IRS approval required) | |
| 6 Other distributions (describe in Part VI) See instructions | |
| 7 **Total annual distributions.** Add lines 1 through 6 | |
| 8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI) See instructions | |
| 9 Distributable amount for 2015 from Section C, line 6 | |
| 10 Line 8 amount divided by Line 9 amount | |

| Section E - Distribution Allocations (see instructions) | (i) Excess Distributions | (ii) Underdistributions Pre-2015 | (iii) Distributable Amount for 2015 |
|---|---|---|---|
| 1 Distributable amount for 2015 from Section C, line 6 | | | |
| 2 Underdistributions, if any, for years prior to 2015 (reasonable cause required--see instructions) | | | |
| 3 Excess distributions carryover, if any, to 2015 | | | |
| a | | | |
| b | | | |
| c | | | |
| d From 2013. . . . . . . ______ | | | |
| e From 2014. . . . . . . ______ | | | |
| f **Total** of lines 3a through e | | | |
| g Applied to underdistributions of prior years | | | |
| h Applied to 2015 distributable amount | | | |
| i Carryover from 2010 not applied (see instructions) | | | |
| j Remainder Subtract lines 3g, 3h, and 3i from 3f | | | |
| 4 Distributions for 2015 from Section D, line 7 $ ______ | | | |
| a Applied to underdistributions of prior years | | | |
| b Applied to 2015 distributable amount | | | |
| c Remainder Subtract lines 4a and 4b from 4 | | | |
| 5 Remaining underdistributions for years prior to 2015, if any Subtract lines 3g and 4a from line 2 (if amount greater than zero, see instructions) | | | |
| 6 Remaining underdistributions for 2015 Subtract lines 3h and 4b from line 1 (if amount greater than zero, see instructions) | | | |
| 7 **Excess distributions carryover to 2016.** Add lines 3j and 4c | | | |
| 8 Breakdown of line 7 | | | |
| a | | | |
| b | | | |
| c Excess from 2013. . . . . . . ______ | | | |
| d From 2014. . . . . . . ______ | | | |
| e From 2015. . . . . . . ______ | | | |

**Part VI** **Supplemental Information.**
Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions).

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

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

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**SCHEDULE D** (Form 990)

Department of the Treasury Internal Revenue Service

# Supplemental Financial Statements

▶ Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
▶ Attach to Form 990.
Information about Schedule D (Form 990) and its instructions is at *www.irs.gov/form990*.

OMB No 1545-0047

**2015**

**Open to Public Inspection**

**Name of the organization**
THE FOUNDATION CENTER

**Employer identification number**
13-1837418

## Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

| | | (a) Donor advised funds | (b)Funds and other accounts |
|---|---|---|---|
| 1 | Total number at end of year | | |
| 2 | Aggregate value of contributions to (during year) | | |
| 3 | Aggregate value of 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" on 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, handling of violations, and enforcing conservation easements during the year
▶________

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, 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" on 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) Revenue included on 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 Revenue included on 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 **d** ☐ Loan or exchange programs

**b** ☐ Scholarly research **e** ☐ Other

**c** ☐ Preservation for future generations

**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" on 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, for escrow or custodial account liability? ☐ **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 | **b (c)** Two years back | **(d)** Three years back | **(e)** Four years back |
|---|---|---|---|---|---|---|
| **1a** | Beginning of year balance | 15,027,711 | 14,708,221 | 12,099,108 | 11,367,208 | 11,432,208 |
| **b** | Contributions | | | | | 125,000 |
| **c** | Net investment earnings, gains, and losses | -491,485 | 348,795 | 2,633,535 | 758,488 | -190,000 |
| **d** | Grants or scholarships | | | | | |
| **e** | Other expenditures for facilities and programs | 30,129 | 29,305 | 24,422 | 26,588 | |
| **f** | Administrative expenses | | | | | |
| **g** | End of year balance | 14,506,097 | 15,027,711 | 14,708,221 | 12,099,108 | 11,367,208 |

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

**a** Board designated or quasi-endowment ▶ 88 180 %

**b** Permanent endowment ▶ 11 820 %

**c** Temporarily restricted endowment ▶

The percentages on 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" on 3a(ii), are the related organizations listed as required on Schedule R? | **3b** | | |

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

**Part VI** **Land, Buildings, and Equipment.** Complete if the organization answered 'Yes' to Form 990, Part IV, line 11a. 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 | | 5,859,756 | 994,091 | 4,865,665 |
| **d** Equipment | | 3,621,008 | 2,492,354 | 1,128,654 |
| **e** Other | | 12,373,683 | 5,199,412 | 7,174,271 |
| **Total.** Add lines 1a through 1e *(Column (d) must equal Form 990, Part X, column (B), line 10(c) )* ▶ | | | | 13,168,590 |

**Part VII Investments—Other Securities.** Complete if the organization answered 'Yes' on Form 990, Part IV, line 11b. 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 | | |
| (3) Other<br>(A) MULTI-STRATEGY EQUITY FUND | 10,938,171 | F |
| (B) MULTI-STRATEGY BOND FUND | 4,218,916 | F |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| **Total.** *(Column (b) must equal Form 990, Part X, col (B) line 12 )* ▶ | 15,157,087 | |

**Part VIII Investments—Program Related.**
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

| (a) Description of investment | (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.** Complete if the organization answered 'Yes' on Form 990, Part IV, line 11d 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.** Complete if the organization answered 'Yes' on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

| 1. (a) Description of liability | (b) Book value |
|---|---|
| Federal income taxes | 0 |
| ACCUM POSTRETIREMENT BENEFIT OBLIG | 2,145,965 |
| DEFERRED RENT | 4,511,154 |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| **Total.** *(Column (b) must equal Form 990, Part X, col (B) line 25 )* ▶ | 6,657,119 |

**2.** Liability for uncertain tax positions 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

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

| | | | | | |
|---|---|---|---|---|---|
| 1 | Total revenue, gains, and other support per audited financial statements | | | 1 | 24,696,668 |
| 2 | Amounts included on line 1 but not on Form 990, Part VIII, line 12 | | | | |
| a | Net unrealized gains (losses) on investments | 2a | -691,550 | | |
| b | Donated services and use of facilities | 2b | 41,264 | | |
| c | Recoveries of prior year grants | 2c | | | |
| d | Other (Describe in Part XIII ) | 2d | -46,220 | | |
| e | Add lines **2a** through **2d** | | | 2e | -696,506 |
| 3 | Subtract line **2e** from line **1** | | | 3 | 25,393,174 |
| 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 | 25,393,174 |

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

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

| | | | | | |
|---|---|---|---|---|---|
| 1 | Total expenses and losses per audited financial statements | | | 1 | 27,638,204 |
| 2 | Amounts included on line 1 but not on Form 990, Part IX, line 25 | | | | |
| a | Donated services and use of facilities | 2a | 41,264 | | |
| b | Prior year adjustments | 2b | | | |
| c | Other losses | 2c | | | |
| d | Other (Describe in Part XIII ) | 2d | 117,931 | | |
| e | Add lines **2a** through **2d** | | | 2e | 159,195 |
| 3 | Subtract line **2e** from line **1** | | | 3 | 27,479,009 |
| 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 | 27,479,009 |

## Part XIII Supplemental Information

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

| Return Reference | Explanation |
|---|---|
| INTENDED USE OF ENDOWMENT FUNDS | SCHEDULE D, PART V, LINE 4 THE CENTERS ENDOWMENT FUNDS AND BOARD-DESIGNATED AMOUNTS FOR LONG-TERM INVESTMENT CONSIST OF PERMANENTLY RESTRICTED NET ASSETS (ENDOWMENT FUNDS) AND A BOARD-DESIGNATED AMOUNT FOR LONG-TERM INVESTMENT THE PERMANENTLY RESTRICTED NET ASSETS (ENDOWMENT FUNDS) ARE SUBJECT TO DONOR-IMPOSED STIPULATIONS THAT THE PRINCIPAL BE MAINTAINED PERMANENTLY BY THE CENTER THE CENTER HAS THREE SEPARATE ENDOWMENTS AND IT IS PERMITTED TO USE THE INCOME EARNED ON THE RELATED INVESTMENTS FOR GENERAL PURPOSES, LIBRARY ACQUISITIONS AND PUBLIC EDUCATION THE BOARD-DESIGNATED AMOUNT FOR LONG-TERM INVESTMENT IS A FUND SET ASIDE BY THE BOARD OF TRUSTEES FOR LONG-TERM INVESTMENT THAT ENSURE THE CENTERS FINANCIAL STRENGTH AND AGILITY, AND PROVIDE A RESERVE FUND IN THE EVENT OF A FINANCIAL EMERGENCY |

**Part XIII Supplemental Information *(continued)***

| Return Reference | Explanation |
|---|---|
| RECONCILIATION OF REVENUE PER AUDITED FINANCIAL STATEMENTS | SCHEDULE D, PART XI, LINE 2D AS OF DECEMBER 31, 2015, AN ACTUARIAL LOSS OF $46,220 WAS NOT YET RECOGNIZED AS A COMPONENT OF NET PERIODIC POSTRETIREMENT BENEFIT COST THIS LOSS IS RECORDED ON THE DECEMBER 31, 2015 STATEMENT OF CHANGES IN UNRESTRICTED NET ASSETS, DECREASING UNRESTRICTED NET ASSETS SCHEDULE D, PART XII, LINE 2D LINE 2D INCLUDES $117,931 IN SEVERANCE PAYMENTS AND OUTPLACEMENT SERVICES FOR THREE TERMINATED EMPLOYEES |
| | |
| | |
| | |
| | |
| | |
| | |
| | |

**SCHEDULE F (Form 990)**

Department of the Treasury
Internal Revenue Service

# Statement of Activities Outside the United States

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 14b, 15, or 16.

▶ Attach to Form 990.

▶ Information about Schedule F (Form 990) and its instructions is at *www.irs.gov/form990*.

OMB No 1545-0047

**2015**

**Open to Public Inspection**

Name of the organization
THE FOUNDATION CENTER

**Employer identification number**
13-1837418

## Part I General Information on Activities Outside the United States.

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

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

2 **For grantmakers.** Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States

3 Activites per Region (The following Part I, line 3 table can be duplicated if additional space is needed )

| | **(a)** Region | **(b)** Number of offices in the region | **(c)** Number of employees, agents, and independent contractors in region | **(d)** Activities conducted in region (by type) (e g , fundraising, program services, investments, grants to recipients located in the region) | **(e)** If activity listed in (d) is a program service, describe specific type of service(s) in region | **(f)** Total expenditures for and investments in region |
|---|---|---|---|---|---|---|
| (1) | Sub-Saharan Africa | | | Program Services | SPECIAL TRAINING | 181,811 |
| (2) | Europe (Including Iceland and Greenland) | | | Program Services | SPECIAL TRAINING | 15,441 |
| (3) | South America | | | Program Services | SPECIAL TRAINING | 5,776 |
| (4) | | | | | | |
| (5) | | | | | | |
| 3a | Sub-total | | | | | 203,028 |
| b | Total from continuation sheets to Part I | | | | | |
| c | **Totals** (add lines 3a and 3b) | | | | | 203,028 |

**Part II** **Grants and Other Assistance to Organizations or Entities Outside the United States.**
Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than $5,000. Part II can be duplicated if additional space is needed.

| 1 (a) Name of organization | (b) IRS code section and EIN (if applicable) | (c) Region | (d) Purpose of grant | (e) Amount of cash grant | (f) Manner of cash disbursement | (g) Amount of non-cash assistance | (h) Description of non-cash assistance | (i) Method of valuation (book, FMV, appraisal, other) |
|---|---|---|---|---|---|---|---|---|
| (1) | | | | | | | | |
| (2) | | | | | | | | |
| (3) | | | | | | | | |
| (4) | | | | | | | | |

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter . . . . ▶

3 Enter total number of other organizations or entities . . . . . . . . . . . . . . . . . . . . . . . ▶

**Part III** **Grants and Other Assistance to Individuals Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 16. Part III can be duplicated if additional space is needed.

| (a) Type of grant or assistance | (b) Region | (c) Number of recipients | (d) Amount of cash grant | (e) Manner of cash disbursement | (f) Amount of non-cash assistance | (g) Description of non-cash assistance | (h) Method of valuation (book, FMV, appraisal, other) |
|---|---|---|---|---|---|---|---|
| (1) | | | | | | | |
| (2) | | | | | | | |
| (3) | | | | | | | |
| (4) | | | | | | | |
| (5) | | | | | | | |
| (6) | | | | | | | |
| (7) | | | | | | | |
| (8) | | | | | | | |
| (9) | | | | | | | |
| (10) | | | | | | | |
| (11) | | | | | | | |
| (12) | | | | | | | |
| (13) | | | | | | | |
| (14) | | | | | | | |
| (15) | | | | | | | |
| (16) | | | | | | | |
| (17) | | | | | | | |
| (18) | | | | | | | |

## Part IV Foreign Forms

| | | | |
|---|---|---|---|
| 1 | Was the organization a U S transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U S Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* | ☑ Yes | ☐ No |
| 2 | Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U S Owner (see Instructions for Forms 3520 and 3520-A, do not file with Form 990)* | ☐ Yes | ☑ No |
| 3 | Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U S Persons with Respect to Certain Foreign Corporations (see Instructions for Form 5471)* | ☑ Yes | ☐ No |
| 4 | Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621)* | ☑ Yes | ☐ No |
| 5 | Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U S Persons with Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* | ☐ Yes | ☑ No |
| 6 | Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to file Form 5713, International Boycott Report (see Instructions for Form 5713, do not file with Form 990)* | ☐ Yes | ☑ No |

**Part V** **Supplemental Information**

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information (see instructions).

## 990 Schedule F, Supplemental Information

| Return Reference | Explanation |
|---|---|
| EXPENDITURES BY REGION | SCHEDULE F, PART I, LINE 3, COLUMN (F) THE CENTER USES THE ACCRUAL METHOD OF ACCOUNTING T O REPORT TOTAL EXPENDITURES BY REGION IN ITS FINANCIAL STATEMENTS |

**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" on Form 990, Part IV, line 23.**
**▶ Attach to Form 990.**
**▶ Information about Schedule J (Form 990) and its instructions is at *www.irs.gov/form990*.**

OMB No 1545-0047

**2015**

**Open to Public Inspection**

Name of the organization
THE FOUNDATION CENTER

**Employer identification number**
13-1837418

## 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 on 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 directors, trustees, officers, including 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 on 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** | Yes | |
| **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), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.** | | | |
| **5** | For persons listed on 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** | Yes | |
| **b** | Any related organization?<br>If "Yes," on line 5a or 5b, describe in Part III | **5b** | | No |
| **6** | For persons listed on 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," on line 6a or 6b, describe in Part III | **6b** | | No |
| **7** | For persons listed on 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 on 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" on 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 on 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 in column(B) reported as deferred on prior Form 990 |
|---|---|---|---|---|---|---|---|---|
| | | **(i)** Base compensation | **(ii)** Bonus & incentive compensation | **(iii)** Other reportable compensation | | | | |
| **1** BRADFORD K SMITH PRESIDENT | **(i)** | 535,716 | 44,122 | 25,524 | 36,195 | 21,969 | 663,526 | 0 |
| | **(ii)** | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **2** LORENA NOGARA TREASURER & CONTROLLER | **(i)** | 156,079 | 0 | 138 | 19,857 | 355 | 176,429 | 0 |
| | **(ii)** | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **3** ZOHRA ZORI SECRETARY & VP SOCIAL SECTOR | **(i)** | 152,526 | 0 | 54 | 0 | 10,227 | 162,807 | 0 |
| | **(ii)** | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **4** ROBERT J YAEGER VP- FINANCIAL STRATEGY | **(i)** | 241,832 | 0 | 90 | 20,973 | 17,594 | 280,489 | 0 |
| | **(ii)** | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **5** LAWRENCE T MCGILL VP- RESEARCH | **(i)** | 199,455 | 0 | 258 | 27,713 | 33,324 | 260,750 | 0 |
| | **(ii)** | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **6** ELIZABETH A BRADLEY DIR OF BUS DEV, MKTG & COMM | **(i)** | 172,156 | 12,625 | 138 | 0 | 30,324 | 215,243 | 0 |
| | **(ii)** | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **7** JACOB K GARCIA VP- DATA AND TECHNOLOGY | **(i)** | 183,425 | 0 | 60 | 24,255 | 10,227 | 217,967 | 0 |
| | **(ii)** | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **8** LISA L PHILP SEC(THRU 11/15) & VP-STRGC PHI | **(i)** | 234,362 | 0 | 138 | 31,790 | 1,628 | 267,918 | 0 |
| | **(ii)** | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **9** JEFFREY A FALKENSTEIN VP- DATA ACQUISITION | **(i)** | 172,921 | 0 | 90 | 23,732 | 33,324 | 230,067 | 0 |
| | **(ii)** | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

**Part III Supplemental Information**

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

| Return Reference | Explanation |
|---|---|
| SUPPLEMENTAL NONQUALIFIED RETIREMENT PLAN | SCHEDULE J, PART I, LINE 4B THE FOLLOWING INDIVIDUAL CONTRIBUTED AN AMOUNT TO A SUPPLEMENTAL NONQUALIFIED RETIREMENT PLAN, AND THIS AMOUNT WAS INCLUDED AS TAXABLE COMPENSATION IN COLUMN (B) (III) (OTHER REPORTABLE COMPENSATION) OF THE TABLE ABOVE - BRADFORD K SMITH, PRESIDENT, PARTICIPATED IN A SECTION 457 (F) PLAN AND CONTRIBUTED $18,000 |
| BONUS AND INCENTIVE COMPENSATION | SCHEDULE J, PART II, COLUMN B (II) EACH YEAR, EMPLOYEES EARNING MORE THAN CERTAIN STATUTORY LIMITATIONS ARE ELIGIBLE TO RECEIVE ADDITIONAL COMPENSATION PURSUANT TO A FIXED FORMULA AS SPECIFIED IN THE CENTERS SUPPLEMENTAL EXECUTIVE RETIREMENT PLAN FOR THE 2015 CALENDAR YEAR, THE PRESIDENT WAS PAID PURSUANT TO THE PLAN $44,122 WHICH IS REPORTED ON SCHEDULE J, PART II, COLUMN B (II) SCHEDULE J, PART I, LINE 5 THE CENTER HAS AN INCENTIVE COMPENSATION PROGRAM WHEREIN PAYMENTS ARE ONLY MADE IF A SPECIFIC REVENUE TARGET IS ATTAINED IN 2015, ELIZABETH A BRADLEY, DIRECTOR OF BUSINESS DEVELOPMENT, MARKETING, AND COMMUNICATIONS, MET SPECIFIC REVENUE GOALS AND RECEIVED $12,625 IN INCENTIVE COMPENSATION |

**Additional Data**

**Software ID:**
**Software Version:**
**EIN:** 13-1837418
**Name:** THE FOUNDATION CENTER

## Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

| (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 in column (B) reported as deferred on prior Form 990 |
|---|---|---|---|---|---|---|---|---|
| | | (i) Base Compensation | (ii) Bonus & incentive compensation | (iii) Other reportable compensation | | | | |
| 1 BRADFORD K SMITH<br>PRESIDENT | (i) | 535,716 | 44,122 | 25,524 | 36,195 | 21,969 | 663,526 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 1 LORENA NOGARA<br>TREASURER & CONTROLLER | (i) | 156,079 | 0 | 138 | 19,857 | 355 | 176,429 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2 ZOHRA ZORI<br>SECRETARY & VP SOCIAL SECTOR | (i) | 152,526 | 0 | 54 | 0 | 10,227 | 162,807 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 3 ROBERT J YAEGER<br>VP- FINANCIAL STRATEGY | (i) | 241,832 | 0 | 90 | 20,973 | 17,594 | 280,489 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 LAWRENCE T MCGILL<br>VP- RESEARCH | (i) | 199,455 | 0 | 258 | 27,713 | 33,324 | 260,750 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5 ELIZABETH A BRADLEY<br>DIR OF BUS DEV, MKTG & COMM | (i) | 172,156 | 12,625 | 138 | 0 | 30,324 | 215,243 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 JACOB K GARCIA<br>VP- DATA AND TECHNOLOGY | (i) | 183,425 | 0 | 60 | 24,255 | 10,227 | 217,967 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7 LISA L PHILP<br>SEC(THRU 11/15) & VP-STRGC PHI | (i) | 234,362 | 0 | 138 | 31,790 | 1,628 | 267,918 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 8 JEFFREY A FALKENSTEIN<br>VP- DATA ACQUISITION | (i) | 172,921 | 0 | 90 | 23,732 | 33,324 | 230,067 | 0 |
| | (ii) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

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.
►Information about Schedule M (Form 990) and its instructions is at *www.irs.gov/form990*

OMB No 1545-0047

**2015**

**Open to Public Inspection**

Name of the organization
THE FOUNDATION CENTER

**Employer identification number**
13-1837418

## 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 | X | 1 | 200,000 | FAIR MARKET VALUE |
| 9 Securities—Publicly traded | | | | |
| 10 Securities—Closely held stock | | | | |
| 11 Securities—Partnership, LLC, or trust interests | | | | |
| 12 Securities—Miscellaneous | | | | |
| 13 Qualified conservation contribution—Historic structures | | | | |
| 14 Qualified conservation contribution—Other | | | | |
| 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 |

| | | Yes | No |
|---|---|---|---|
| 30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 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 | | No |
| 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.**

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.

| Return Reference | Explanation |
|---|---|
| SCHEDULE M, PART I, LINE 8 | CF (Community Foundation) Insights CF Insights, a service originally launched by FSG, is now operating under the auspices of Foundation Center FSG granted this service to the Foundation Center at a value of $200,000 in January 2015 This transition positions CFInsights for even greater impact as a service to its foundation members and a resource for the broader social |

**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 990-EZ or to provide any additional information.**
**▶ Attach to Form 990 or 990-EZ.**
**▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.**

OMB No 1545-0047

**2015**

**Open to Public Inspection**

| Name of the organization | Employer identification number |
|---|---|
| THE FOUNDATION CENTER | 13-1837418 |

| Return Reference | Explanation |
|---|---|
| ORGANIZATION'S MISSION | FORM 990, PART III, LINE 1 THE FOUNDATION CENTER'S MISSION IS TO STRENGTHEN THE SOCIAL SECTOR BY ADVANCING KNOWLEDGE ABOUT PHILANTHROPY IN THE U S AND AROUND THE WORLD THE CENTER ACCOMPLISHES ITS MISSION BY - OPERATING LIBRARY/LEARNING CENTERS IN FIVE LOCATIONS - NEW YORK CITY, WASHINGTON, DC, ATLANTA, CLEVELAND, AND SAN FRANCISCO - THAT OFFER FREE ACCESS TO INFORMATION RESOURCES AND EDUCATIONAL PROGRAMS - MAINTAINING UNIQUE DATABASES OF INFORMATION ON MORE THAN 140,000 FOUNDATIONS, CORPORATE DONORS, AND GRANTMAKING PUBLIC CHARITIES WORLDWIDE AND OVER 4 1 MILLION OF THEIR RECENT GRANTS ITS FOUNDATION DIRECTORY ONLINE SUBSCRIPTION SERVICE IS THE MOST POPULAR MEANS FOR SEARCHING THESE DATABASES - PROVIDING A CONTENT-RICH WEB SITE WITH A VARIETY OF FREE SEARCH TOOLS, TUTORIALS, DOWNLOADABLE REPORTS, AND OTHER INFORMATION UPDATED DAILY, INCLUDING PHILANTHROPY NEWS DIGEST, ITS DAILY NEWS SERVICE, AND PUBHUB, ITS SEARCHABLE ONLINE COLLECTION OF THOUSANDS OF REPORTS PUBLISHED BY FOUNDATIONS AND NONPROFIT ORGANIZATIONS - CONDUCTING RESEARCH AND PUBLISHING REPORTS ON THE GROWTH OF THE FOUNDATION FIELD AND ON TRENDS IN FOUNDATION SUPPORT OF THE NONPROFIT SECTOR - PUBLISHING BOOKS RANGING FROM BASIC PRIMERS ON FUNDRAISING AND NONPROFIT MANAGEMENT TO COMPREHENSIVE REFERENCE WORKS - COORDINATING A NETWORK OF FUNDING INFORMATION CENTERS NATIONWIDE AND AROUND THE WORLD - MORE THAN 460 FUNDING INFORMATION NETWORK (FIN) PARTNERS THAT OFFER FREE LOCAL ACCESS TO CORE CENTER RESOURCES AND TRAINING ESTABLISHED IN 1956, THE FOUNDATION CENTER IS THE LEADING SOURCE OF INFORMATION ABOUT PHILANTHROPY WORLDWIDE THROUGH DATA, ANALYSIS, AND TRAINING, IT CONNECTS PEOPLE WHO WANT TO CHANGE THE WORLD TO THE RESOURCES THEY NEED TO SUCCEED THE CENTER MAINTAINS THE MOST COMPREHENSIVE DATABASE ON U S AND, INCREASINGLY, GLOBAL GRANTMAKERS AND THEIR GRANTS - A ROBUST, ACCESSIBLE KNOWLEDGE BANK FOR THE SECTOR IT ALSO OPERATES RESEARCH, EDUCATION, AND TRAINING PROGRAMS DESIGNED TO ADVANCE KNOWLEDGE OF PHILANTHROPY AT EVERY LEVEL THOUSANDS OF PEOPLE VISIT THE CENTER'S WEB SITE EACH DAY AND ARE SERVED IN ITS FIVE REGIONAL LIBRARY/LEARNING CENTERS AND ITS NETWORK OF MORE THAN 460 FIN PARTNERS LOCATED IN PUBLIC LIBRARIES, COMMUNITY FOUNDATIONS, AND EDUCATIONAL INSTITUTIONS NATIONWIDE AND AROUND THE WORLD |

| Return Reference | Explanation |
|---|---|
| PROGRAM SERVICES - DATA COLLECTION AND PUBLICATIONS | FORM 990, PART III, LINE 4A DATA COLLECTION AND PUBLICATIONS (EXPENSES $9,130,664 AND REVENUE $11,486,940) THE CENTER MAINTAINS UNIQUE DATABASES OF INFORMATION ON MORE THAN 140,000 FOUNDATIONS, CORPORATE DONORS, AND GRANTMAKING PUBLIC CHARITIES WORLDWIDE AND OVER 4 1 MILLION OF THEIR RECENT GRANTS ITS FOUNDATION DIRECTORY ONLINE SUBSCRIPTION SERVICE IS THE MOST POPULAR MEANS FOR SEARCHING THESE DATABASES THIS SUBSCRIPTION SERVICE IS MADE AVAILABLE FOR FREE USE IN OVER 460 LOCATIONS NATIONWIDE AND AROUND THE WORLD THE CENTER ALSO PUBLISHES BOOKS RANGING FROM BASIC PRIMERS ON FUNDRAISING AND NONPROFIT MANAGEMENT TO COMPREHENSIVE REFERENCE WORKS OTHER MAJOR DATA COLLECTION AND PUBLICATIONS PROGRAM ACCOMPLISHMENTS IN 2015 INCLUDE THE FOLLOWING INTERNATIONAL DATA ------------------ Strengthening existing partnerships has been integral to the Foundation Center's success in building a systematic base of knowledge on global philanthropy Together with Donors and Foundations Network in Europe (DAFNE), the Center is working with select national associations of European countries to help systematize the types of member data they collect It's partnership with Worldwide Initiative for Grantmaker Support (WINGS) to create a global data standard for philanthropy that will improve data collection worldwide is ongoing The Center has been successful in importing more non-US foundation and grant records through partnerships with organizations including the Charity Commission of England and Wales, the Swedish International Development Cooperation Agency, the Office of the Scottish Charity Regulator, Maecenata Institute in Berlin, the China Foundation Center, ASAN Institute for Policy Studies, Assifero (Associazione Italiana Fondazioni ed Enti di Erogazione) the Italian association of foundations, Donor Directory in Bermuda , Colombia AFE (Associacion de Fundaciones Empresariales), the Canadian Revenue Agency, New Zealand Charities Register, Alternativas y Capacidades, and ITAM (Instituto Tecnologico Autonomo de Mexico) The Center's database now includes philanthropic data from 129 countries and territories, and recipient data from 213 recipient countries and territories, and it continues to seek potential new partners These efforts to improve efficiency and accuracy by working with partners are proving effective This gives the Center a better understanding of how organizations in various regions classify themselves and enables it to promote transparency, knowledge sharing, and impact in the sector Foundation Center staff is also compiling information on foundation activity in relation to the 2015 sustainable development goals, ongoing water and sanitation donor data as well as human rights data In total, the Center's database now contains - Information on more than 220,000 grants from non-U S funders, - And 31,582 new non-U S grantmaker profiles DATA PROCESSING AND TAXONOMY ---------------------------- In July 2015, Foundation Center successfully launched its new grants taxonomy, the Philanthropy Classification System (PCS), in its databases and subscription products, including Foundation Directory Online and Foundation Maps This required re-coding the data related to 140,000 organizations and over 4,000,000 grants Users can explore the new taxonomy at http //taxonomy foundationcenter org The development of the PCS involved consultation with over 200 nonprofit organizations and foundations, and allows for the categorization of philanthropic activity by Subjects, Population Groups, Transaction Type, and Support Strategy In addition, the Center launched the new Enterprise Database Management System (EDMS) in September 2015, which also includes mechanisms for automatically classifying data into these PCS facets In past years, Foundation Center staff was able to code about 250,000 grants Now with the new EDMS it will be able to handle over 2,000,000 grant records per year, automatically code the bulk of that data and connect its other data sets (including news articles, blogs, research reports) by way of these taxonomic codes This means that the Center can scale up its data processing efforts, connect disparate data sets by relating them to the same taxonomy, and spread the usage of the PCS to other institutions that have expressed interest in coding their data in its taxonomy, too ELECTRONIC GRANT REPORTING -------------------------- The Foundation Center continues to be a leading driver in establishing data standards for philanthropy Its ongoing work to continually improve reporting allows foundations to more efficiently and accurately transmit their grants electronically (eReporting) In 2015, the Center launched the Get on the Map campaign, a partnership with the Forum for Regional Association of Grantmakers Through this new data-sharing initiative dedicated to boosting the quality and availability of fresh, detailed grantmaking data across the Forum Network, it successfully grew the number of foundations that eReport their data and it continues to see a steady increase The Center currently has 1,203 eGrant Reporters FOUNDATION DIRECTORY ONLINE (FDO) --------------------------------- The Center continued to update and expand the scope of its searchable grants database, building on its grants processing technology to dramatically scale the amount of grants added FDO users can now access - Nearly 140,000 grantmakers, including profiles of nearly 120,000 U S grantmakers and more than 20,000 profiles of non-U S grantmakers, and - More than 4 1 million grant records Informed by what the Center is learning about user behavior and needs, it implemented multiple FDO enhancements in 2015 To help FDO users to streamline their foundation fundraising process from the funding search through the next stages of the grantseeking process, the Center launched FDO Workspace, which provides a step-by-step assessment tool and helps users keep track of their contacts and communications, manage a to-do list, and keep notes on prospects and grant requests The Center added a preview function so that hovering on a name in the grantmaker results list reveals top-level information from the funder's profile as well as links to related news stories It also updated many of the search terms used in FDO's search indexes to better reflect the current work of nonprofits Foundation Directory Online (FDO) QUICK START -------------------------------------------- Through providing valuable, reliable information on grantmakers, Foundation Center is leveling the playing field for grantseekers everywhere Since its launch in 2013, FDO QUICK START has dramatically expanded public access to the Center's authoritative collection of foundation information At no cost, users can search the basic profiles and IRS Forms 990-PF of more than 100,000 grantmakers, less than 7 percent of which have web sites of their own This online tool benefits the entire social sector by putting critical data at anyone's fingertips The majority of FDO QUICK START users are nonprofits, but students, foundation staff, consultants, government, and media are also represented Primarily from the United States, users are predominately female (65 percent), and 25 to 34 years of age The Center also released an FDO QUICK START search "widget" that can be embedded on any web site to further widen access In 2015 - More than 513,500 users took advantage of FDO QUICK START, racking up nearly 3 9 million page views - Users average about 3 5 minutes per visit to the site Foundation Grants to Individuals Online --------------------------------------- The Center's searchable grants database, Foundation Grants to Individuals Online (FGTIO), helps individuals and students connect to financial funding and support The Center continues to update the funder information and search features users need to fund their education, research, or creative work through FGTIO, which includes programs benefitting students, researchers, and other individuals, and provides valuable resources including free and fee-based training opportunities, FAQs, and requests for proposals To date FGTIO includes more than 10,000 funders Foundation Stats ---------------- Foundation Stats is an interactive online tool that provides free and open access to a wealth of data on the U S foundation community The intuitive web-based platform can be used by anyone to generate thousands of custom tables and charts on the size, scope, and giving priorities of the nearly 82,000 independent, corporate, community, and grantmaking operating foundations in the U S It includes an Application Programming Interface (API) so that web developers can freely extract the data for their own use The tool represents a huge leap forward in opening up data on philanthropy and paves the way for the development of innovative applications of the type that only open data makes possible In 2015, Foundation Stats attracted 13,567 users who viewed m |

| Return Reference | Explanation |
| --- | --- |
| PROGRAM SERVICES - LIBRARY/LEARNING CENTERS AND OTHER PUBLIC SERVICES | FORM 990, PART III, LINE 4B LIBRARY/LEARNING CENTERS AND OTHER PUBLIC SERVICES (EXPENSES $5,912,256 AND REVENUE $ 1,488,907) The Center operates professionally staffed library/learning centers in five locations --New York City, Washington, DC, Atlanta, Cleveland, and San Francisco --that offer free access to the Center's online subscription databases and books, other resources on funders and all aspects of philanthropy and nonprofit management and free educational programs The Center has an Online Librarian who responds to reference questions from people who prefer to use its resources online The Center provides free in-person programs which give participants a comprehensive understanding of the grantseeking process The Center also coordinates a network of funding information centers nationwide and around the world -- more than 460 FIN partners that offer free local access to core Center resources, including the Foundation Directory Online Professional and training Other major library/learning center accomplishments in 2015 include the following GrantSpace [www grantspace org] ------------------------------ This dynamic, interactive site serves nonprofits worldwide, offering access to fundraising and management know-how to anyone, anywhere GrantSpace is an important platform for the Center's ongoing relevance, promoting a thriving learning community and reducing training and travel costs by providing free access to capacity-building resources During 2015 - GrantSpace attracted more than 2 8 million sessions and more than 5 4 million page views - The GrantSpace blog published 84 posts, and received more than 50,000 unique page views, to date, has more than 600 subscribers - Knowledge Base Articles remain the most popular GrantSpace content, with more than 3 million unique page views - In coordination with regional offices, GrantSpace also produced 24 new multimedia broadcasts (videos, podcasts, webinars, live chats, and live tweets of special events) with the goal of making Foundation Center's rich content available to a wider audience and bridging our physical and virtual services - GRANTSPACE SENDS A MONTHLY 'NEW AT GRANTSPACE' E-NEWSLETTER TO ALERT READERS TO NEW UPCOMING EVENTS AND NEWLY POSTED CONTENT TO DATE, IT HAS MORE THAN 26,000 SUBSCRIBERS Free Access to Foundation Center Resources and Training Courses ------------------------------------------------------------- The first items cut from nonprofit budgets are often staff travel and training lines, preventing staff from learning about and accessing Foundation Center's capacity-building resources The Center worked to build out a suite of online learning tools as well as sponsored in-person trainings and special events To better correspond to sector needs and best practices in adult learning, the Center adopted an online learning system called Bridge, and its Capacity and Leadership Development Team began enhancing and restructuring its capacity building curriculum The new framework for the curriculum focuses on three core competency areas Fundraising, Organizational Sustainability, and Leadership & Management New and/or improved classes and seminars aligning with this framework were launched throughout 2015 The new curriculum design will help Foundation Center better market its offerings by improving its outreach effort and establishing a clearer path and purpose to the end user, and providing a condensed, streamlined format that its time-limited users have been requesting During 2015 - The Center provided free in-person programs to more than 21,000 participants through its free in-person classes across its five regional library/learning centers in New York City, Washington, D C , Atlanta, Cleveland, and San Francisco, a series of special programs and special events at its libraries, and outreach trainings offsite - An additional 15,000 people visited its library/learning centers to conduct research - The Online Librarian service responded to customers' questions about nonprofit management and fundraising via nearly 11,000 live chats and emails Customers consistently rate the service at 4 8 or higher on a 5-point scale - The Center provided 85 free live training webinars to more than 10,000 online participants and engaged more than 3,600 people through free online courses - GrantSpace now includes 77 Spanish language knowledge-based articles, which were viewed during this period nearly 188,000 times The Center's audio editions of Guide to Proposal Writing and training videos of Grantseeking Basics remain available for free download in both English and Spanish These multimedia resources are also serving people with visual impairments The Center has collected all GrantSpace content in Spanish on one page, Recursos en Espaol, for easier browsing and discovery Funding Information Network -------------------------- A key initiative of the Center is to ensure that grantseekers have access to high-quality resources and expertise, enabling them to attract and sustain support for their organizations To accomplish this, it continued to offer convenient, local access to the Center's resources, online and on the ground, beyond the geographic scope of its five regional library/learning centers, through its Funding Information Network partners Host agencies, which include public, academic, and special libraries, community foundations, and nonprofit resource centers, provide a core collection of Foundation Center materials to the public free of charge The Center seeks to designate new network partners where they can do the most good, and is increasingly focused on deepening the relationships it has with its Funding Information Network partners - To date, 460 Funding Information Network partner sites in 11 countries and all 50 states and Puerto Rico allow users to tap the power of the Center's many tools, including Foundation Directory Online (FDO), - During 2015, nearly 800,000 FDO searches were performed from Funding Information Network partner sites - On average, Funding Information Network partner sites provide capacity-building fundraising and nonprofit management trainings to over 5,000 attendees per month Philanthropy News Digest (PND) ----------------------------- PND, the Center's daily news service, continues to serve as a hub for daily social sector information, providing philanthropy-related articles and features culled from print and electronic media outlets as well as critical RFP and Jobs listings In 2015, PND served more than 75,800 newsletter subscribers and more than 145,000 subscribers to its nightly email alerts on Jobs, News, and RFPs |

| Return Reference | Explanation |
|---|---|
| PROGRAM SERVICES - RESEARCH AND OTHER PROGRAMS | FORM 990, PART III, LINE 4C RESEARCH AND OTHER PROGRAMS (EXPENSES $5,191,731 AND REVENUE $1,637,089) THE CENTER CONDUCTS RESEARCH AND PUBLISHES REPORTS ON THE GROWTH OF THE FOUNDATION FIELD AND ON TRENDS IN FOUNDATION SUPPORT OF THE NONPROFIT SECTOR TO MAXIMIZE THE IMPACT OF ITS RESEARCH, IT HOSTS BRIEFINGS AND PANELS TO DISCUSS KEY FINDINGS, AND "SPREADS THE WORD" THROUGH SOCIAL MEDIA TO MAKE KNOWLEDGE ACCESSIBLE TO ALL, IT MAKES ITS FULL REPORTS OR HIGHLIGHTS FROM THEM AVAILABLE FOR FREE DOWNLOAD AT ITS WEB SITE SPECIAL EFFORTS IN RESEARCH AND OTHER PROGRAMS IN 2015 INCLUDE THE FOLLOWING GRANTCRAFT [WWW GRANTCRAFT ORG] ------------------------------ GrantCraft harnesses the practical w isdom of funders w orldw ide to provide free resources that improve the practice of philanthropy During the past year, GrantCraft successfully increased its audience and the breadth and depth of its content, and attracted visitors from more than 200 countries spanning the foundation, nonprofit, academic, media, government, and business sectors In 2015 - GrantCraft staff presented at more than 15 conferences, funder group meetings, and funder w orkshops w ith organizations including Philanthropy New York, Youth Philanthropy Connect, and the Annual General Assembly of the European Foundation Centre - GrantCraft's site w as visited by more than 66,600 different users and its resources w ere view ed more than 252,100 times - GrantCraft published more than 150 videos, podcasts, blog posts, case studies, and guides addressing questions funders face across various strategies and issue areas Publications included Supporting Grantee Capacity, Strengthening Effectiveness Together, and Communication That Counts, w hich explores communications approaches and know ledge exchange in the South African context - GrantCraft continued its partnership w ith the Andrea and Charles Bronfman Philanthropies (ACBP) to tell the story of the ACBP spend dow n through 28 w ritten blog posts, tw o videos, and a podcast, w hich have collectively been accessed more than 24,000 times since the series began CF (Community Foundation) Insights --------------------------------- CF Insights, a service originally launched by FSG, is now operating under the auspices of The Foundation Center This transition positions CF Insights for even greater impact as a service to its foundation members and a resource for the broader social sector Collectively, CF Insights members serve 1/2 of the US population and represent 2/3 of total community foundation assets Through of insights, community foundations improve performance and sustainability - individually and collectively Advancing Human Rights --------------------- In partnership w ith the International Human Rights Funders Group (IHRFG), the Center continues to develop Advancing Human Rights [humanrights foundationcenter org/], a first-ever initiative to track, report on, and open public access to foundation support for human rights w orldw ide According to the latest key findings report, Advancing Human Rights Update on Global Foundation Grantmaking, in 2012, 774 foundations in 45 countries made nearly 19,000 human rights grants totaling $1 8 Billion The 2012 data have been added to the interactive w ebsite, w hich enables exploration of giving by issue focus, population focus, and region and includes top funder lists, sample grants, and case studies In 2015, more than 5,600 users view ed nearly 28,500 pages THE FOUNDATION REGISTRY I3 ------------------------- The Foundation Registry i3 [foundationregistryi3 org] w as created by education funders to support the Investing in Innovation (i3) program of the U S Department of Education (ED) ED provides competitive grants to i3 applicants to expand groundbreaking practices that improve student achievement, close achievement gaps, decrease drop-out rates, increase high school graduation rates, or increase college enrollment or completion rates The site helps facilitate matches by providing an efficient link betw een i3 applicants and potential supporters The Foundation Center administered Foundation Registry i3 in 2015, providing outreach and support to applicants and funders The 2014 i3 cycle ended in July 2015, and all of the 2014 i3 grantees secured their required private sector funding matches Foundation Landscapes -------------------- The Center is communicating philanthropy's impact on particular areas of interest by curating and centralizing resources and data streams and making them accessible to the general public through its custom w eb portals The Center's aim is to create new Foundation Landscapes on current issues that aren't comprehensively supported by existing online resources In 2015, it developed and launched - SDGfunders org, a site dedicated to funding the Global Development goals, - Equal Footing, a hub for those interested in funding in Burundi, DRC, and Congo that highlights economic development through a focus on w omen, - Foundation Landscapes Education [education foundationcenter org/] a hub of information about education philanthropy, and - Measuring the State of Disaster Philanthropy [disasterphilanthropy foundationcenter org/], an online dashboard and interactive funding map The Center further developed - Elevate Children's Funders Group [elevatechildren org/], dedicated to building strong families and a life free from violence for all children, - Foundation Funding for U S Democracy [democracy foundationcenter org], w hich w as redesigned in 2015 w ith a refined taxonomy The w eb-based portal allow s users to explore foundation funding for democracy in the U S w ith the goal of enabling funders to make more informed investment decisions, - BMAfunders org, a go-to source for data and information related to Black Male Achievement intended to facilitate engagement, catalyze collaboration, and promote strategic decision-making BMAfunders attracted more than 24,000 sessions and more than 41,000 page view s, and - WASHfunders org a critical resource for those w orking in the Water and Sanitary Hygiene space WASHfunders attracted nearly 28,000 sessions and more than 64,000 page view s IssueLab [issuelab org] ---------------------- This distributed know ledge sharing platform provides free and open access to resources that analyze the w orld's most pressing social, economic, and environmental challenges and their potential solutions IssueLab is continually committed to increasing access to this know ledge by making it broadly available through w w w issuelab org, other Foundation Center w ebsites and channels, a system of e-libraries built for foundations and nonprofits called Know ledge Centers, social media outreach, content-sharing partnerships w ith libraries, archives, online communities, and a freely accessible Application Programming Interface (API), w hich gives organizations access to the entire IssueLab collection for use on their w ebsite IssueLab represents one of the largest pools of social sector know ledge - The collection spans 40 issue areas and contains over 19,000 resources (produced by more than 2,000 organisationS) - MetAdata about these resources is harvested by w orldcat, such that they circulate through A global netw ork of 10,000 libraries In 2015, IssueLab developed tw o know ledge syntheses/review s w ith companion collections Strategies for the Improvement of Immigration Services and Policies (immigrationstrategies issuelab org), and Incentive-based Instruments for Freshw ater Management (slated to launch officially in early 2016 at freshw ater issuelab org) During the past year, IssueLab highlighted the relevant know ledge, organizations, and people serving the social sector by curating special collections IssueLab updated its collection on Gun Violence, and curated new special collections on Funding Nonprofit Capacity, Youth Philanthropy, Philanthropic Engagement w ith the Sustainable Development Goals, and Equal Footing (w hat w orks in Economic Development w ith a focus on Women in Rw anda, Democratic Republic of the Congo (DRC), and Burundi) IssueLab also developed and launched new know ledge centers, w hich include nearly 1,800 reports, papers and other relevant resources, in partnership w ith - The European Citizens' Action Service, covering the topics of European Union Migration and the European Citizens' Initiative - GIFE (Grupo de Institutos Fundaes e Empresas), resulting in a new bilingual know ledge center, serving as a virtual library on social investment for funders w orking in Brazil - Trust Africa, on the topic of philanthropy and giving in Africa Publications ------------ During 2015, the Center released reports on topics relevant to funders, the media, researchers, and non-profits - Quantifying Hope Philanthropic Support for Black Men and Boys, w hich show s a distinct trend tow ard increased U S foundation funding for organizations and programs that are w orking to improve the life outcomes of Black males - Funding Indigenous People |

| Return Reference | Explanation |
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| LOCAL CHAPTERS, BRANCHES, OR AFFILIATES | FORM 990, PART VI, LINE 10A THE CENTER MAINTAINS AND OPERATES A NETWORK OF 5 PROFESSIONALLY-STAFFED LIBRARY/LEARNING CENTERS IN NEW YORK CITY, SAN FRANCISCO, WASHINGTON D C , CLEVELAND AND ATLANTA THESE ARE UNINCORPORATED DIVISIONS THAT USE THE SAME TAX IDENTIFICATION NUMBER AS THE CENTER THE LIBRARY/LEARNING CENTERS ARE GOVERNED BY THE SAME WRITTEN POLICIES AND PROCEDURES AS THE CENTER TO ENSURE THEIR OPERATIONS ARE CONSISTENT WITH THOSE OF THE CENTER'S |

| Return Reference | Explanation |
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| FORM 990 REVIEW | FORM 990, PART VI, LINE 11B The Center's form 990 is prepared by the Controller The draft Form 990 is then reviewed by members of the tax department of the Center's independent accounting firm, KPMG LLP, and then by the organization's President Subsequently, the Audit Committee of the Center's Board of Trustees and the full Board reviews the return After responding to all inquiries and making any necessary changes, the final Form 990 is provided to all members of the Board prior to its filing with the IRS |

| Return Reference | Explanation |
|---|---|
| CONFLICT OF INTEREST POLICY | FORM 990, PART VI, LINE 12C A CONFLICT OF INTEREST DISCLOSURE STATEMENT IS OBTAINED ANNUALLY FROM ALL TRUSTEES, OFFICERS, MANAGERS AND OTHER KEY EMPLOYEES WHO ARE CURRENTLY SERVING THE CENTER A REPORT SUMMARIZING THE DISCLOSURE STATEMENTS IS PROVIDED TO THE BOARD OF TRUSTEES ANNUALLY IT IS THE CENTER'S POLICY THAT IN THE EVENT OF A CONFLICT THE FOLLOWING IS DONE IF THERE IS A CONFLICT RELEVANT TO A MATTER REQUIRING ACTION BY THE BOARD OF TRUSTEES, THE INTERESTED PERSON SHALL CALL IT TO THE ATTENTION OF THE BOARD OF TRUSTEES, AND THE TRUSTEE CONCERNED SHALL NOT VOTE ON THE MATTER MOREOVER, THE PERSON HAVING A CONFLICT SHALL RETIRE FROM THE ROOM IN WHICH THE BOARD IS MEETING AND SHALL NOT PARTICIPATE IN THE FINAL DELIBERATION OR DECISION REGARDING THE MATTER UNDER CONSIDERATION WHEN THERE IS DOUBT AS TO WHETHER A CONFLICT OF INTEREST EXISTS, THE MATTER SHALL BE RESOLVED BY VOTE OF THE BOARD OF TRUSTEES OR ITS COMMITTEE, EXCLUDING FROM THE ROOM AND THE VOTE THE PERSON WHOSE SITUATION WILL BE DISCUSSED WHEN A CONFLICT OF INTEREST ARISES FOR ANY STAFF MEMBER EXCEPT THE PRESIDENT, THAT STAFF MEMBER SHALL REPORT IT TO THE PRESIDENT IN WRITING A CONFLICT OF INTEREST RELATING TO THE PRESIDENT SHALL BE REPORTED IN WRITING TO THE CHAIR OF THE BOARD |

| Return Reference | Explanation |
|---|---|
| COMPENSATION | FORM 990, PART VI, LINES 15A AND 15B THE CENTER'S BOARD OF TRUSTEES, CONSISTING OF INDEPENDENT PERSONS, ESTABLISHES COMPENSATION FOR THE PRESIDENT AND REVIEWS THE COMPENSATION FOR THE OTHER OFFICER(S) AND VICE PRESIDENTS ON AN ANNUAL BASIS PRIOR TO MAKING COMPENSATION DECISIONS, THE BOARD, THROUGH THE USE OF AN INDEPENDENT CONSULTANT, OBTAINS INFORMATION ON THE COMPENSATION OF FUNCTIONALLY COMPARABLE POSITIONS FOR SIMILARLY QUALIFIED PERSONS AT SIMILARLY SITUATED ORGANIZATIONS AND/OR BENCHMARK SALARIES FOR SELECT POSITIONS OBTAINED FROM SALARY SURVEYS DOCUMENTATION OF THE DELIBERATIONS AND DECISIONS MADE ARE MAINTAINED IN THE MINUTES IN THE CORPORATE SECRETARY'S OFFICE A FULL INDEPENDENT COMPENSATION REVIEW FOR ALL STAFF WAS COMPLETED IN THE FALL OF 2013 THE ORGANIZATION COMPLETED A COMPENSATION REVIEW FOR MORE THAN A THIRD OF ITS STAFF POSITIONS IN 2016 |

| Return Reference | Explanation |
|---|---|
| AVAILABLE TO THE PUBLIC | FORM 990, PART VI, LINE 19 THE CENTER'S AUDITED FINANCIAL STATEMENTS AND ANNUAL REPORT FOR THE PAST FIVE YEARS ARE POSTED ON ITS WEBSITE AND ARE DOWNLOADABLE. IN ADDITION, GOVERNANCE AND STAFFING POLICIES ARE POSTED, INCLUDING THE CODE OF CONDUCT (WHICH INCLUDES THE CONFLICT OF INTEREST POLICY), DIVERSITY STATEMENT AND THE EXECUTIVE COMPENSATION POLICY |

| Return Reference | Explanation |
|---|---|
| OTHER CHANGES IN NET ASSETS OR FUND BALANCES | FORM 990, PART XI, LINE 9 AS OF DECEMBER 31, 2015, THE $(164,151) IN OTHER CHANGES IN NET ASSETS CONSISTS OF $(46,220) PENSION AND POSTRETIREMENT CHANGES OTHER THAN NET PERIODIC BENEFIT COST FOR THE CURRENT YEAR, AND SEVERANCE PAYMENTS AND OUTPLACEMENT SERVICES FOR THREE TERMINATED EMPLOYEES OF $(117,931) |