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Form 990

Department of the  
Treasury  
Internal Revenue Service

## Return of Organization Exempt From Income Tax

2015

Open to Public  
Inspection

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](http://www.irs.gov/form990)

## A For the 2015 calendar year, or tax year beginning 07-01-2015, and ending 06-30-2016

B Check if applicable

- Address change
- Name change
- Initial return
- Final return/terminated
- Amended return
- Application pending

C Name of organization  
INSTITUTE FOR EDUCATIONAL LEADERSHIP

Doing business as

Number and street (or P O box if mail is not delivered to street address) Room/suite  
4301 CONNECTICUT AVENUE NWCity or town, state or province, country, and ZIP or foreign postal code  
WASHINGTON, DC 20008F Name and address of principal officer  
MARTIN J BLANK  
4301 CONNECTICUT AVENUE NW STE 100  
WASHINGTON, DC 20008I Tax-exempt status  501(c)(3)  501(c) ( ) (insert no)  4947(a)(1) or  527

J Website: ► IEL.ORG

K Form of organization  Corporation  Trust  Association  Other ►D Employer identification number  
52-1198450E Telephone number  
(202) 822-8405

G Gross receipts \$ 10,112,191

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 ►

L Year of formation 1980

M State of legal domicile DC

## Part I Summary

1 Briefly describe the organization's mission or most significant activities

THE INSTITUTE FOR EDUCATIONAL LEADERSHIP, INC. WAS INCORPORATED FOR THE PURPOSE OF STRENGTHENING LEADERSHIP IN AMERICAN EDUCATION, IMPROVING THE EFFECTIVENESS OF EDUCATION POLICIES, EDUCATING THE GENERAL PUBLIC AS TO SIGNIFICANT EVENTS AND ISSUES RELATED TO EDUCATION, IMPROVING COMMUNICATION AMONG EDUCATORS, AND CARRYING OUT RESEARCH AND TRAINING ON EDUCATION RELATED ISSUES

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) . . . . .

4 Number of independent voting members of the governing body (Part VI, line 1b) . . . . .

5 Total number of individuals employed in calendar year 2015 (Part V, line 2a) . . . . .

6 Total number of volunteers (estimate if necessary) . . . . .

7a Total unrelated business revenue from Part VIII, column (C), line 12 . . . . .

b Net unrelated business taxable income from Form 990-T, line 34 . . . . .

3	18
4	17
5	27
6	30
7a	0
7b	

		Prior Year	Current Year
8	Contributions and grants (Part VIII, line 1h)	6,549,997	7,663,808
9	Program service revenue (Part VIII, line 2g)	1,353,580	2,441,625
10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	6,380	6,716
11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)		0
12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	7,909,957	10,112,149
13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	2,761,453	3,122,669
14	Benefits paid to or for members (Part IX, column (A), line 4)		0
15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	2,344,718	2,426,936
16a	Professional fundraising fees (Part IX, column (A), line 11e)		0
b	Total fundraising expenses (Part IX, column (D), line 25) ► 15,384		
17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	2,852,126	2,787,194
18	Total expenses Add lines 13-17 (must equal Part IX, column (A), line 25)	7,958,297	8,336,799
19	Revenue less expenses Subtract line 18 from line 12	-48,340	1,775,350

		Beginning of Current Year	End of Year
20	Total assets (Part X, line 16)	3,200,799	4,608,888
21	Total liabilities (Part X, line 26)	1,782,774	1,415,513
22	Net assets or fund balances Subtract line 21 from line 20	1,418,025	3,193,375

## 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	*****	2017-05-10
	Signature of officer	Date
	MARTIN J BLANK PRESIDENT	
	Type or print name and title	

Paid Preparer Use Only	Print/Type preparer's name ROBERT F PREBOLA CPA	Preparer's signature ROBERT F PREBOLA CPA	Date 2017-05-12	Check <input checked="" type="checkbox"/> if self-employed	PTIN P00575666
	Firm's name ► KENDALL PREBOLA AND JONES LLC				Firm's EIN ► 46-2108854
	Firm's address ► PO BOX 259	BEDFORD, PA 155220259			Phone no (814) 623-1880

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

For Paperwork Reduction Act Notice, see the separate instructions.

Cat No 11282Y

Form 990 (2015)

**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**

THE INSTITUTE FOR EDUCATIONAL LEADERSHIP, INC. WAS INCORPORATED FOR THE PURPOSE OF STRENGTHENING LEADERSHIP IN AMERICAN EDUCATION, IMPROVING THE EFFECTIVENESS OF EDUCATION POLICIES, EDUCATING THE GENERAL PUBLIC AS TO SIGNIFICANT EVENTS AND ISSUES RELATED TO EDUCATION, IMPROVING COMMUNICATION AMONG EDUCATORS, AND CARRYING OUT RESEARCH AND TRAINING ON EDUCATION RELATED ISSUES

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

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

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

If "Yes," describe these changes on Schedule O

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

4a	(Code)	(Expenses \$)	3,635,442	including grants of \$	2,036,093	(Revenue \$)	312,784
CENTER FOR WORKFORCE DEVELOPMENT SINCE 1991, THE CENTER FOR WORKFORCE DEVELOPMENT (CWD) HAS HELPED PUBLIC AND PRIVATE SECTOR LEADERS PROMOTE CAREER READINESS AND SUCCESSFUL TRANSITIONS TO ADULTHOOD FOR ALL YOUTH - WITH A SPECIAL FOCUS ON YOUTH WITH DISABILITIES AND OTHER DISCONNECTED YOUTH - BY INCREASING THE CAPACITY OF AND CONNECTIONS AMONG ALL STAKEHOLDERS IN THE WORKFORCE DEVELOPMENT SYSTEM. CWD'S RESEARCH, TRAINING, TECHNICAL ASSISTANCE, AND MATERIALS FOCUS ON ASSISTING EDUCATORS, WORKFORCE DEVELOPMENT PROFESSIONALS, EMPLOYERS, AND POLICYMAKERS IN BRIDGING SCHOOL AND WORKPLACE, LEARNING AND EARNING, ESTABLISHING STANDARDS, ASSESSMENTS, AND TOOLS TO IMPROVE QUALITY, CONNECTIONS, AND COLLABORATIONS, IMPROVING THE INVOLVEMENT AND RELATIONSHIP OF EMPLOYERS TO LEARNING AND TRAINING ENTERPRISES AND THE BROADER WORKFORCE DEVELOPMENT SYSTEM, ASSISTING YOUTH AND THEIR FAMILIES IN NAVIGATING THE ROAD TO ADULTHOOD, FROM SCHOOL TO ADDITIONAL EDUCATION, CAREERS AND INDEPENDENT/COMMUNITY LIVING, AND, PROMOTING THE DEVELOPMENT OF CAREER PATHWAYS FOR YOUTH SERVICE PROFESSIONALS. MAJOR INITIATIVES OF THE CENTER FOR WORKFORCE DEVELOPMENT INCLUDE THE NATIONAL COLLABORATIVE ON WORKFORCE AND DISABILITY FOR YOUTH IS COMPOSED OF PARTNERS WITH EXPERTISE IN DISABILITY, EDUCATION, EMPLOYMENT, AND WORKFORCE DEVELOPMENT ISSUES. THE COLLABORATIVE IS CHARGED WITH ASSISTING STATE AND LOCAL WORKFORCE DEVELOPMENT SYSTEMS TO INTEGRATE YOUTH WITH DISABILITIES INTO THEIR SERVICE STRATEGIES. THE COLLABORATIVE IS HOUSED AT THE INSTITUTE FOR EDUCATIONAL LEADERSHIP IN WASHINGTON, DC. THE COLLABORATIVE STRIVES TO ENSURE THAT YOUTH WITH DISABILITIES ARE PROVIDED FULL ACCESS TO HIGH QUALITY SERVICES IN INTEGRATED SETTINGS TO MAXIMIZE THEIR OPPORTUNITIES FOR EMPLOYMENT AND INDEPENDENT LIVING. THE PROFESSIONAL DEVELOPMENT INITIATIVE IDENTIFIES THE KNOWLEDGE, SKILLS AND ABILITIES THAT PROFESSIONALS WORKING DIRECTLY WITH YOUTH NEED TO BETTER CONNECT ALL YOUNG PEOPLE TO EDUCATION, WORKFORCE, AND INDEPENDENT LIVING OPPORTUNITIES AND BUILDS THE CAPACITY OF THESE YOUTH SERVICE PROFESSIONALS TO AFFECT POSITIVE OUTCOMES FOR ALL YOUTH, INCLUDING THOSE WITH DISABILITIES AND OTHER DISCONNECTED YOUTH. THE READY TO ACHIEVE MENTORING PROGRAM (RAMP) - THE READY TO ACHIEVE MENTORING PROGRAM (RAMP) IS A HIGH TECH, CAREER-FOCUSED MENTORING PROGRAM FOR YOUTH, INCLUDING THOSE WITH DISABILITIES INVOLVED WITH OR AT-RISK OF BECOMING INVOLVED WITH THE JUVENILE JUSTICE SYSTEM. FUNDED BY THE DEPARTMENT OF JUSTICE'S OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION (OJJDP) AND LED BY THE INSTITUTE FOR EDUCATIONAL LEADERSHIP (IEL), RAMP IS BEING IMPLEMENTED AT 10 SITES ACROSS THE COUNTRY BY STATE AND LOCAL ORGANIZATIONS WITH EXPERTISE IN MENTORING, YOUTH DEVELOPMENT, AND/OR DISABILITY. THE RAMP MODEL UTILIZES A COMBINATION OF GROUP, PEER, AND ONE-ON-ONE MENTORING TO PROMOTE THE SUCCESSFUL TRANSITION OF RAMP YOUTH TO EMPLOYMENT, CONTINUED LEARNING OPPORTUNITIES, AND INDEPENDENT LIVING. THE RIGHT TURN CAREER-FOCUSED TRAINING INITIATIVE SERVES JUVENILE OFFENDERS, PROVIDING COMPREHENSIVE REENTRY AND TRANSITION SERVICES, INCLUDING CONNECTION TO EDUCATION, MENTORING, SOFT SKILL BUILDING, WORKFORCE DEVELOPMENT, AND VIOLENCE PREVENTION. FUNDED BY THE U.S. DEPARTMENT OF LABOR'S EMPLOYMENT AND TRAINING ADMINISTRATION, FIVE LOCAL SITES OPERATE RIGHT TURN IN DIFFERENT COMMUNITIES: KENTUCKIANAWORKS, LOUISVILLE, KY, PECKHAM, INC., LANSING, MI, OASIS CENTER, NASHVILLE, TN, PLAYA VISTA JOBS, LOS ANGELES, CA, AND GOODWILL INDUSTRIES OF HOUSTON, HOUSTON, TX. THE HIGH SCHOOL/HIGH TECH PROGRAM IS AN EFFECTIVE STRATEGY FOR IMPROVING POST-HIGH SCHOOL OUTCOMES FOR YOUTH WITH ALL TYPES OF DISABILITIES. THE PROGRAM IS DESIGNED TO ADDRESS THE FULL ARRAY OF NEEDS OF TRANSITION-AGE YOUTH WITH DISABILITIES, INCLUDING EXPOSURE TO SCIENCE, TECHNOLOGY, ENGINEERING, MATH, AND TECHNOLOGY-RELATED CAREERS. DC ADVOCACY PARTNERS IS A LEADERSHIP TRAINING PROGRAM FOR SELF-ADVOCATES AND FAMILY MEMBERS OF CHILDREN WITH INTELLECTUAL/DEVELOPMENTAL DISABILITIES. PARTICIPANTS GAIN LEADERSHIP SKILLS AND DEVELOP POSITIVE PARTNERSHIPS WITH ELECTED OFFICIALS AND SCHOOL AND COMMUNITY LEADERS. PARTICIPANTS ENGAGE IN INTERACTIVE LEARNING AND GAIN VALUABLE INFORMATION ABOUT CURRENT ISSUES, SERVICES, AND POLICYMAKING AND LEGISLATIVE PROCESSES. THE NCWD/YOUTH-SPONSORED YOUTH ACTION COUNCIL ON TRANSITION (YOUTHACT) WAS LAUNCHED IN JANUARY AT AN INITIAL ORIENTATION MEETING HELD IN WASHINGTON, DC. YOUTHACT IS AN INITIATIVE TO STRENGTHEN YOUTH VOICE IN FIVE COMMUNITIES TO BECOME AMBASSADORS TO IMPROVE TRANSITION PROGRAMS AND SERVICES ACROSS MULTIPLE SYSTEMS. YOUTHACT TEAMS INCLUDE TWO YOUTH AND ONE ADULT PARTNER FROM NEW JERSEY, RHODE ISLAND, DC, TENNESSEE, AND CALIFORNIA. YOUTH WORKFORCE LEADERS ACADEMY FOR THE GREATER WASHINGTON WORKFORCE DEVELOPMENT COLLABORATIVE IS A ONE-YEAR INITIATIVE THAT DRAWS FROM IEL'S LEADERSHIP DEVELOPMENT AND YOUTH SERVICE PROFESSIONALS' KNOWLEDGE, SKILLS AND ABILITIES. PROJECTS IT IS AN EXAMPLE OF LOCAL FUNDING OF A NATIONAL FRAMEWORK.							

4b	(Code)	(Expenses \$)	3,288,067	including grants of \$	1,086,576	(Revenue \$)	1,606,874
CENTER FOR FAMILY, SCHOOL AND COMMUNITY FOR NEARLY 20 YEARS, IEL HAS ASSISTED SCHOOLS, COMMUNITIES, AND OTHER KEY STAKEHOLDERS IN BUILDING INTENTIONAL PARTNERSHIPS THAT ACHIEVE BETTER RESULTS FOR EVERY YOUNG PERSON, FROM EARLY CHILDHOOD TO ADULTHOOD. THE CENTER'S RESEARCH, POLICY, AND NETWORK DEVELOPMENT FOCUSES ON IDENTIFYING AND CONDUCTING RESEARCH ON SCHOOL-COMMUNITY CONNECTIONS, CULTIVATING NETWORKS AND OPPORTUNITIES FOR LOCAL COLLABORATIVES TO IMPROVE PRACTICE, SHARE SUCCESSES, AND IMPROVE RESULTS FOR CHILDREN, FAMILIES, AND COMMUNITIES. MAJOR INITIATIVES OF THE CENTER FOR FAMILY, SCHOOL AND COMMUNITY INCLUDE THE COALITION FOR COMMUNITY SCHOOLS, IN OPERATION SINCE 1997, IS A NATIONAL ALLIANCE THAT BRINGS TOGETHER SCHOOL AND COMMUNITY LEADERS TO ADVOCATE FOR SCHOOLS AS CENTERS OF THEIR COMMUNITIES, WITH PURPOSEFUL RESULTS-FOCUSED PARTNERSHIPS AT THEIR HEART. WITH THE SUPPORT OF A STEERING COMMITTEE REPRESENTING EDUCATION, YOUTH DEVELOPMENT, HIGHER EDUCATION, CHILD AND FAMILY SERVICES, AND LOCAL GOVERNMENT, IEL HAS HELPED TO MAKE COMMUNITY SCHOOLS 'CENTRAL TO REFORM' ACCORDING TO SECRETARY OF EDUCATION, ARNE DUNCAN. MORE THAN 100 COMMUNITIES NOW HAVE MAJOR COMMUNITY SCHOOL'S EFFORTS AND ARE PART OF A LEARNING COMMUNITY OF LOCAL INITIATIVES. THROUGH THE COALITION, IEL IS LEADING EFFORTS TO HAVE FEDERAL AND STATE POLICY BE MORE RESPONSIVE TO THE COMMUNITY SCHOOL STRATEGY. TOGETHER WITH ITS COALITION PARTNERS, IEL HAS DEVELOPED A RESULTS-FRAMEWORK AND EVALUATION TOOLKIT FOR COMMUNITY SCHOOLS AND CONDUCTS RESEARCH ON THE EFFECTIVENESS OF COMMUNITY SCHOOLS AND HOW THEY ARE FINANCED. THE COALITION FOR COMMUNITY SCHOOLS ALSO HOSTS A BI-ANNUAL CONFERENCE WHICH MOST RECENTLY ATTRACTED OVER 1,700 PRACTITIONERS, ADVOCATES, AND POLICYMAKERS FROM ACROSS 44 STATES AND EIGHT COUNTRIES TO ALBUQUERQUE, NM. IN 2016 IEL'S EARLY CHILDHOOD AND COMMUNITY SCHOOLS LINKAGES PROJECT SUPPORTS LOCAL LEADERS SEEKING TO CONNECT EARLY CHILDHOOD PROGRAMS MORE CLOSELY WITH HIGH QUALITY ELEMENTARY SCHOOLS THAT HAVE DEEP ROOTS IN THE COMMUNITY. THE LINKAGES PROJECT BEGAN AS A PILOT IN TULSA, OK, MULTNOMAH COUNTY, OR, AND ALBUQUERQUE, NM AND IS NOW ASSISTING COMMUNITY SCHOOL INITIATIVES AROUND THE COUNTRY TO BETTER INTEGRATE EARLY CHILDHOOD PROGRAMS WITH THEIR BROADER COMMUNITY SCHOOLS WORK TO HELP STUDENTS ENTER SCHOOL READY TO LEARN AND ACHIEVE SUCCESS. BY THE END OF 3RD GRADE THESE COMMUNITIES ARE PLANNING EFFECTIVE TRANSITIONS FOR CHILDREN AND THEIR FAMILIES INTO ELEMENTARY SCHOOL, IMPLEMENTING EFFECTIVE FAMILY ENGAGEMENT PRACTICES, HELPING EDUCATORS, AND EARLY CHILDHOOD PROVIDERS LINK THEIR PRACTICES MORE EXPLICITLY, AND OVER TIME WORKING TOWARDS STATE POLICY THAT SUPPORTS THESE EFFORTS. MIND IN THE MAKING-COMMUNITY SCHOOLS PROJECT (MITM-CS) INITIATIVE SERVES AS A MODEL FOR EARLY LEARNING PROGRAM DEVELOPERS, EDUCATORS, AND COMMUNITY PARTNERS ON HOW TO ENHANCE AND EXPAND CAPACITY TO ENSURE HIGH QUALITY EARLY LEARNING OPPORTUNITIES FOR CHILDREN AND THEIR FAMILIES THROUGH ESTABLISHED COMMUNITY SCHOOL PARTNERSHIPS. SIX INNOVATIVE SITES HAVE DEMONSTRATED COMPREHENSIVE COMMUNITY SURROUND STRATEGIES THAT HAVE INFUSED MITM AND THE SEVEN ESSENTIAL SKILLS INTO ALL ASPECTS OF EARLY LEARNING, FAMILY PARTNERSHIP, AND COMPREHENSIVE BIRTH THROUGH EIGHT PROGRAM ALIGNMENT AND PLANNING. DURING THE 3-YEAR PILOT PHASE OF THIS PROJECT MORE THAN 500 FACILITATORS HAVE BEEN TRAINED. IEL IS WORKING WITH PARTNERS AT THE FAMILIES AND WORK INSTITUTE (FWI) ON A MAJOR NATIONAL EXPANSION PLAN FOR THE PROJECT, EXPANDING MITM-CS TO AN ADDITIONAL 30 SITES. DISTRICT LEADERS NETWORK ON FAMILY AND COMMUNITY ENGAGEMENT (FCE) - THIS PEER LEARNING AND ACTION NETWORK IS DEVOTED TO STRENGTHENING SYSTEMIC FAMILY ENGAGEMENT EFFORTS IN SCHOOL DISTRICTS AND SUPPORT THEIR LEADERSHIP DEVELOPMENT BY HELPING SCHOOL LEADERS, TEACHERS AND OTHER DISTRICT STAFF BETTER ENGAGE PARENTS, FAMILIES, AND COMMUNITY-BASED ORGANIZATIONS. IEL CONVENES THIS NETWORK TWICE A YEAR - DURING LEARNING LABS HOSTED BY MEMBER DISTRICTS (BALTIMORE 2014, NASHVILLE 2015, AND WASHINGTON, DC 2016), AND AS A PRE-CONFERENCE ACTIVITY DURING IEL'S NATIONAL FCE CONFERENCES. OVER 130 SCHOOL DISTRICTS ACROSS THE COUNTRY HAVE PARTICIPATED IN NETWORK ACTIVITIES. IEL HOSTED ITS FIRST NATIONAL FAMILY AND COMMUNITY ENGAGEMENT CONFERENCE IN CINCINNATI IN 2014 WITH OVER 500 ATTENDEES. MOST RECENTLY, THE THIRD ANNUAL CONFERENCE IN JUNE 2016 UNDER THE THEME OWNING OUR MOVEMENT, MAXIMIZING OUR IMPACT. OVER 1200 EDUCATORS, PARENTS, DISTRICT AND STATE FCE LEADERS, COMMUNITY ORGANIZERS, TEACHERS AND OTHER EDUCATORS, AND OTHERS WERE IN ATTENDANCE, AND COMMITTED TO SHARING HIGH IMPACT, EVIDENCE-BASED FAMILY AND COMMUNITY ENGAGEMENT STRATEGIES. HIGHLIGHTING LEADERSHIP AT ALL LEVELS AND EXCITING LOCAL WORK IN PITTSBURGH, THE 2016 CONFERENCE OFFERED A VARIETY OF PERSPECTIVES WHILE EXAMINING HOW SCHOOLS AND COMMUNITIES AROUND THE COUNTRY ARE REALIZING MUTUAL GOALS AND MAXIMIZING IMPACT THROUGH PRODUCTIVE FAMILY-SCHOOL-COMMUNITY PARTNERSHIPS. MAJOR PLENARIES, MINI-PLENARIES AND OVER 75 WORKSHOPS WILL OFFER MULTIPLE LEARNING OPPORTUNITIES ON IMPORTANT THEMES AND TOPICS. PARENTS & TEACHERS CHAT (PTCHAT) IS A TWITTER-BASED WEEKLY CHAT DESIGNED AS A PROFESSIONAL DEVELOPMENT CONVERSATION THAT ENABLES PARENTS, FAMILY ENGAGEMENT PRACTITIONERS, TEACHERS AND OTHER EDUCATORS TO DEVELOP NEW AND INNOVATIVE APPROACHES TO FAMILY-SCHOOL-COMMUNITY PARTNERSHIPS.							

4c	(Code)	(Expenses \$)	510,917	including grants of \$	(Revenue \$)	521,967
CENTER FOR LEADERSHIP AND POLICY OVER ITS MORE THAN 50-YEAR HISTORY, IEL HAS DEVELOPED AND SUPPORTED LEADERS AS THEY ENHANCE THEIR CAPACITY TO WORK ACROSS INSTITUTIONAL BOUNDARIES, INCREASE THEIR PROFESSIONAL AND POLICY KNOWLEDGE AND EXPAND THEIR NETWORKS. THIS CENTER'S WORK FOCUSES ON BUILDING AND STRENGTHENING PEER LEARNING AND ACTION NETWORKS AMONG LEADERS ACROSS SECTORS TO BUILD SYSTEMIC CAPACITY, INFORMING LEADERS TO MAKE GOOD POLICY CHOICES AND IMPROVEMENTS, AND, ENABLING LEADERS TO MOVE POLICY TO EFFECTIVE PRACTICE. MAJOR INITIATIVES OF THE CENTER FOR LEADERSHIP AND POLICY INCLUDE THE EDUCATION POLICY FELLOWSHIP PROGRAM (EPFP) - IN CONTINUOUS OPERATION SINCE 1964 - IS IEL'S FLAGSHIP LEADERSHIP DEVELOPMENT PROGRAM, FOCUSING ON PARTICIPANTS' LEADERSHIP, POLICY, AND NETWORKING ABILITIES. NEARLY 8,500 LEADERS ACROSS ALL 50 STATES FROM EARLY CHILDHOOD DEVELOPMENT, K-12, AND HIGHER EDUCATION HAVE PARTICIPATED IN EPFP, AS WELL AS PEOPLE FROM OTHER CHILD, YOUTH, AND COMMUNITY SUPPORT SYSTEMS. THEY NOW SERVE AS LEADERS IN SCHOOL SYSTEMS, LOCAL, STATE AND FEDERAL GOVERNMENT, FOUNDATIONS, AND COMMUNITY-BASED ORGANIZATIONS. THE 2016-17 EPFP COHORT WILL BE THE LARGEST IN EPFP HISTORY WITH OVER 325 FELLOWS ACROSS 16 STATES (AL, CS, CO, CT, GA, LA, MA, MI, MN, MO, MS, NY, NC 2 SITES, OH, PA, AND SC) AND THE DISTRICT OF COLUMBIA. THE KELLOGG LEADERSHIP FOR COMMUNITY CHANGE (KLCC) PROJECT OFFERS GRASSROOTS COMMUNITY LEADERS THE OPPORTUNITY TO SHARE CHALLENGES AND SOLUTIONS THROUGH LOCAL AND REGIONAL COMMUNITY LEARNING EXCHANGES AND TO CONTRIBUTE TO NATIONAL POLICY CONVERSATIONS. SINCE 2002, IEL HAS WORKED WITH COMMUNITIES IN 11 STATES TO DEVELOP COMMUNITY-BASED LEADERSHIP FOCUSED ON ENGAGING COMMUNITIES, FAMILIES, AND CHILDREN LIVING ON THE MARGINS. CROSS-GENERATIONAL LEADERS INVOLVED IN THESE EXCHANGES CUT ACROSS RACE/ETHNICITY, AS WELL AS URBAN, SUBURBAN, AND RURAL COMMUNITIES. IEL FEDERAL POLICY INSTITUTES PRESENT STUDENTS, FACULTY MEMBERS IN POST-GRADUATE EDUCATIONAL LEADERSHIP PROGRAMS, AND OTHER LEADERS WITH A BIRDS-EYE VIEW OF THE NATIONAL POLICY PROCESS. LEADERS FROM CONGRESS, FEDERAL AGENCIES - INCLUDING THE DEPARTMENT OF EDUCATION, THINK-TANKS, AND NATIONAL ASSOCIATION AND ADVOCACY ORGANIZATIONS HELP PARTICIPANTS UNDERSTAND WASHINGTON'S INNER WORKINGS AND THE IMPLICATIONS FOR THEIR WORK. THE SCHOOL LEADERSHIP LEARNING AND ACTION NETWORK IS AN EMERGING PARTNERSHIP WITH THE PRINCIPAL LEADERSHIP INSTITUTE AT UC BERKELEY AIMED AT DEVELOPING A NETWORK OF SCHOOL LEADERSHIP FACULTY AND PRACTITIONERS WHO SHARE A DESIRE TO CREATE A SPACE AND DIRECTION FOR A NATIONAL CONVERSATION ON LEADERSHIP THAT MORE CLEARLY ALIGNS WITH COMMUNITY-BASED, STUDENT-CENTERED VALUES. THIS GROUP WILL ALSO EXAMINE THE RESEARCH BASE ON LEADERSHIP AND LEADERSHIP DEVELOPMENT, PARTICULARLY AS IT RELATES TO THE RACE, CULTURE, AND EQUITY CHALLENGES FACING EDUCATION IN AMERICA TODAY. LEADERS FOR TODAY AND TOMORROW (LT2) IS A GROWING NETWORK OF NON-PROFITS, SCHOOL DISTRICTS AND SCHOOLS OF EDUCATION COMMITTED TO RETOOLING PRE- AND IN-SERVICE LEADERSHIP LEARNING AND EVALUATION. LT2 SUPPORTS THE CATALYTIC ROLE OF PRINCIPALS, ASSISTANT PRINCIPALS AND DISTRICT LEADERS AS COMMUNITY STEWARDS SERVING SCHOOLS IN HIGHLY CHALLENGED ENVIRONMENTS ACROSS THE U.S. THE LITERACY INNOVATION IN RURAL EDUCATION THROUGH COLLABORATION (LIREC) PROJECT WILL TRANSFORM LITERACY LEARNING IN HIGH NEEDS RURAL SCHOOLS, ESTABLISHING A MODEL FOR BUILDING CAPACITY TO PRODUCE SUSTAINABLE GAINS IN STUDENT LEARNING, WITH A FOCUS ON PRESCHOOL THROUGH GRADE 3 (PS-3). LIREC WILL BE LED BY THE INSTITUTE FOR EDUCATIONAL LEADERSHIP, THE NATIONAL COUNCIL OF TEACHERS OF ENGLISH, AND THE RURAL AND COMMUNITY TRUST. IT WILL WORK WITH LITERACY COMMUNITY ACTION TEAMS FROM THE COMMUNITIES SERVED BY 13 LOCAL EDUCATIONAL AUTHORITIES (LEAs) IN RURAL ILLINOIS, NORTH CAROLINA, VERMONT, WEST VIRGINIA, AND ARIZONA, SERVING 335 TEACHERS, 83 PARAPROFESSIONALS AND 3991 STUDENTS. IN EACH COMMUNITY, LIREC WILL ENSURE THAT STUDENTS HAVE ACCESS TO BOOKS THAT ARE APPROPRIATE, ENGAGING, AND OF INTEREST AT BOTH HOME AND SCHOOL, DEVELOP TEACHER EXPERTISE IN THE RESEARCH-BASED STRATEGIES FOR SUPPORTING LITERACY LEARNING, CREATE AND IMPLEMENT A COMMUNITY LITERACY PLAN, AND CREATE A SUMMER LEARNING LAB THAT PROVIDES NOT ONLY RESEARCH-BASED INSTRUCTIONAL SUPPORT FOR AT-RISK, PS-3 STUDENTS BUT ALSO ADVANCED TEACHERS' LEARNING THROUGH PEER OBSERVATION, COLLABORATIVE PLANNING AND REFLECTION, AND SYSTEMATIC EVALUATION BY AN EXTERNAL LITERACY EXPERT. THROUGHOUT THE YEAR, LIREC WILL PROVIDE INTENSIVE PROFESSIONAL DEVELOPMENT ONSITE AND ONLINE IN CONJUNCTION WITH LOCAL COMMUNITIES OF PRACTICE IN WHICH TEACHERS WILL HAVE DEDICATED TIME TO PARTICIPATE. THESE INTERVENTIONS WILL LEAD TO INCREASED KNOWLEDGE AND USE OF EFFECTIVE LITERACY INSTRUCTIONAL PRACTICES BY TEACHERS, INCREASES IN STUDENTS' TIME SPEND READING, MOTIVATION TO READ, AND LITERACY ACHIEVEMENT, AND ENHANCED ORGANIZATIONAL AND COMMUNITY CAPACITY TO SUSTAIN AND BUILD ON THESE GAINS. WESTAT WILL EVALUATE HOW SUCCESSFUL LIREC IS IN PRODUCING THESE OUTCOMES USING A COMBINATION OF CASE STUDIES AND A QUASI-EXPERIMENTAL DESIGN THAT INCORPORATES A COMPARISON GROUP OF SCHOOLS.						

4d	Other program services (Describe in Schedule O)	(Expenses \$)	including grants of \$	(Revenue \$)	)
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4e	Total program service expenses ►	7,434,426
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**Part IV Checklist of Required Schedules**

**1** Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A  . . . . .

**2** Is the organization required to complete *Schedule B, Schedule of Contributors* (see instructions)?  . . . . .

**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 . . . . .

**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 . . . . .

**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 . . . . .

**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  . . . . .

**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  . . . . .

**8** Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III  . . . . .

**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  . . . . .

**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  . . . . .

**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  . . . . .

**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  . . . . .

**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  . . . . .

**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  . . . . .

**e** Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X  . . . . .

**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  . . . . .

**12a** Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII  . . . . .

**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  . . . . .

**13** Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E

**14a** Did the organization maintain an office, employees, or agents outside of the United States? . . . . .

**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 . . . . .

**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 . . . . .

**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 . . . . .

**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) . . . . .

**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 . . . . .

**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 . . . . .

**20a** Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H . . . . .

**b** If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?

	<b>Yes</b>	<b>No</b>
<b>1</b>	Yes	
<b>2</b>	Yes	
<b>3</b>		No
<b>4</b>		No
<b>5</b>		No
<b>6</b>		No
<b>7</b>		No
<b>8</b>		No
<b>9</b>		No
<b>10</b>		No
<b>11a</b>	Yes	
<b>11b</b>		No
<b>11c</b>		No
<b>11d</b>		No
<b>11e</b>	Yes	
<b>11f</b>	Yes	
<b>12a</b>	Yes	
<b>12b</b>		No
<b>13</b>		No
<b>14a</b>		No
<b>14b</b>		No
<b>15</b>		No
<b>16</b>		No
<b>17</b>		No
<b>18</b>		No
<b>19</b>		No
<b>20a</b>		No
<b>20b</b>		

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

<b>21</b> 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 . . . . .	<b>21</b>	Yes	
<b>22</b> 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 . . . . .	<b>22</b>	No	
<b>23</b> 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 . . . . .	<b>23</b>	Yes	
<b>24a</b> Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a . . . . .	<b>24a</b>	No	
<b>b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? . . . . .	<b>24b</b>		
<b>c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? . . . . .	<b>24c</b>		
<b>d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? . . . . .	<b>24d</b>		
<b>25a</b> <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I . . . . .	<b>25a</b>	No	
<b>b</b> Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I . . . . .	<b>25b</b>	No	
<b>26</b> 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 . . . . .	<b>26</b>	No	
<b>27</b> Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or 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 . . . . .	<b>27</b>	No	
<b>28</b> Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)			
<b>a</b> A current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV . . . . .	<b>28a</b>	No	
<b>b</b> A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV . . . . .	<b>28b</b>	No	
<b>c</b> An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? If "Yes," complete Schedule L, Part IV . . . . .	<b>28c</b>	No	
<b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M . . . . .	<b>29</b>	No	
<b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M . . . . .	<b>30</b>	No	
<b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I . . . . .	<b>31</b>	No	
<b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II . . . . .	<b>32</b>	No	
<b>33</b> Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I . . . . .	<b>33</b>	No	
<b>34</b> 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 . . . . .	<b>34</b>	No	
<b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)?	<b>35a</b>	No	
<b>b</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 . . . . .	<b>35b</b>		
<b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2 . . . . .	<b>36</b>	No	
<b>37</b> Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI . . . . .	<b>37</b>	No	
<b>38</b> Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O . . . . .	<b>38</b>	Yes	

**Part V Statements Regarding Other IRS Filings and Tax Compliance**

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

		Yes	No
<b>1a</b> Enter the number reported in Box 3 of Form 1096 Enter -0- if not applicable . . . . .	<b>1a</b>	136	
<b>b</b> Enter the number of Forms W-2G included in line 1a Enter -0- if not applicable	<b>1b</b>	0	
<b>c</b> Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? . . . . .	<b>1c</b>		
<b>2a</b> 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 . . . . .	<b>2a</b>	27	
<b>b</b> If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <b>Note.</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)	<b>2b</b>	Yes	
<b>3a</b> Did the organization have unrelated business gross income of \$1,000 or more during the year? . . . . .	<b>3a</b>		No
<b>b</b> If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O . . . . .	<b>3b</b>		
<b>4a</b> 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)? . . . . .	<b>4a</b>		No
<b>b</b> If "Yes," enter the name of the foreign country ► See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR)			
<b>5a</b> Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . . . . .	<b>5a</b>		No
<b>b</b> Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	<b>5b</b>		No
<b>c</b> If "Yes," to line 5a or 5b, did the organization file Form 8886-T? . . . . .	<b>5c</b>		
<b>6a</b> 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? . . . . .	<b>6a</b>		No
<b>b</b> If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? . . . . .	<b>6b</b>		
<b>7 Organizations that may receive deductible contributions under section 170(c).</b>	<b>7a</b>		No
<b>a</b> 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? . . . . .	<b>7b</b>		
<b>b</b> If "Yes," did the organization notify the donor of the value of the goods or services provided? . . . . .	<b>7c</b>		No
<b>c</b> Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? . . . . .			
<b>d</b> If "Yes," indicate the number of Forms 8282 filed during the year	<b>7d</b>		
<b>e</b> Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? . . . . .	<b>7e</b>		No
<b>f</b> Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? . . . . .	<b>7f</b>		No
<b>g</b> If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required? . . . . .	<b>7g</b>		
<b>h</b> If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C? . . . . .	<b>7h</b>		
<b>8 Sponsoring organizations maintaining donor advised funds.</b>	<b>8</b>		
Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year? . . . . .	<b>9a</b>		
<b>9a</b> Did the sponsoring organization make any taxable distributions under section 4966? . . . . .	<b>9b</b>		
<b>b</b> Did the sponsoring organization make a distribution to a donor, donor advisor, or related person? . . . . .			
<b>10 Section 501(c)(7) organizations.</b> Enter	<b>10a</b>		
<b>a</b> Initiation fees and capital contributions included on Part VIII, line 12 . . . . .	<b>10b</b>		
<b>b</b> Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities			
<b>11 Section 501(c)(12) organizations.</b> Enter	<b>11a</b>		
<b>a</b> Gross income from members or shareholders . . . . .	<b>11b</b>		
<b>b</b> Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them) . . . . .			
<b>12a Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041? . . . . .	<b>12a</b>		
<b>b</b> If "Yes," enter the amount of tax-exempt interest received or accrued during the year	<b>12b</b>		
<b>13 Section 501(c)(29) qualified nonprofit health insurance issuers.</b>	<b>13a</b>		
<b>a</b> Is the organization licensed to issue qualified health plans in more than one state? <b>Note.</b> See the instructions for additional information the organization must report on Schedule O	<b>13b</b>		
<b>b</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 . . . . .	<b>13c</b>		
<b>14a</b> Did the organization receive any payments for indoor tanning services during the tax year? . . . . .	<b>14a</b>		No
<b>b</b> If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O . . . . .	<b>14b</b>		

**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**

**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.)**

**10a** Did the organization have local chapters, branches, or affiliates? . . . . . **10a** No  
**b** If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? . . . . . **10b**

**11a** Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? . . . . . **11a** Yes  
**b** Describe in Schedule O the process, if any, used by the organization to review this Form 990 . . . . . **11b**

**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► **MD**

**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  
**►MAAME APPIAH 4301 CONNECTICUT AVENUE NW WASHINGTON, DC 20008 (202) 822-8405**

**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)					(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
		Or director	Indi- vidual trustee	In- stitutional Trustee	Offi- cer	Key employee			
(1) MARTIN J BLANK PRESIDENT	40 00	X		X			217,160	0	41,384
(2) C KENT MCGUIRE CHAIRMAN	2 00	X		X			0	0	0
(3) S DECKER ANSTROM DIRECTOR	2 00	X					0	0	0
(4) JUNE ATKINSON DIRECTOR	2 00	X					0	0	0
(5) BRENDA DANN-MESSIER DIRECTOR	2 00	X					0	0	0
(6) FRANCISCO GUAJARDO DIRECTOR	2 00	X					0	0	0
(7) AIMEE ROGSTAD GUIDERA DIRECTOR	2 00	X					0	0	0
(8) KAREN MAPP DIRECTOR	2 00	X					0	0	0
(9) JOHN MERROW DIRECTOR	2 00	X					0	0	0
(10) LISA JOHNSON NUTTER DIRECTOR	2 00	X					0	0	0
(11) SARA A SNEED DIRECTOR	2 00	X					0	0	0
(12) JERRY WEAST DIRECTOR	2 00	X					0	0	0
(13) GREG WORRELL DIRECTOR	2 00	X					0	0	0
(14) JOSEPH A AGUERREBERE DIRECTOR	2 00	X					0	0	0

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

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) 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
		Officer	Director	Independent Contractor	Trustee	Key Employee	Highest Compensated Employee			
(15) RAYMOND BARTLETT DIRECTOR	2 00	X						0	0	0
(16) BERT BERKLEY DIRECTOR	2 00	X						0	0	0
(17) JOHN MAY DIRECTOR	2 00	X						0	0	0
(18) ERICKA MILLER DIRECTOR	2 00	X						0	0	0
(19) EILEEN P FOX DIRECTOR OF	40 00			X				100,176	0	20,978
(20) CURTIS RICHARDS DIR WORK FOR	40 00				X			178,864	0	24,129
(21) STEVEN KWESI ROLLINS DIR LEADERSH	40 00					X		125,448	0	21,013
(22) HELEN MALONE DIR INSTITUT	40 00					X		103,236	0	11,166
<b>1b Sub-Total . . . . .</b>										
<b>c Total from continuation sheets to Part VII, Section A . . . . .</b>										
<b>d Total (add lines 1b and 1c) . . . . .</b>								724,884		118,670

**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 ► 5

	Yes	No
<b>3</b> Did the organization list any <b>former</b> officer, director or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual . . . . .	3	No
<b>4</b> For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual . . . . .	4	Yes
<b>5</b> Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? 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
<b>2</b> Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization ►		

**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		
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	<b>1a</b> Federated campaigns . . . . .	<b>1a</b> _____					
	<b>b</b> Membership dues . . . . .	<b>1b</b> _____					
	<b>c</b> Fundraising events . . . . .	<b>1c</b> _____					
	<b>d</b> Related organizations . . . . .	<b>1d</b> _____					
	<b>e</b> Government grants (contributions)	<b>1e</b> 5,578,606					
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above	<b>1f</b> 2,085,202					
	<b>g</b> Noncash contributions included in lines 1a-1f \$ _____						
	<b>h</b> <b>Total.</b> Add lines 1a-1f . . . . . ►		7,663,808				
<b>Program Service Revenue</b>	Business Code						
			<b>2a</b> REGISTRATION FEES ETC	900099	1,814,450	1,814,450	
			<b>b</b> EDUCATIONAL CONTRACTS	900099	627,175	627,175	
			<b>c</b> _____				
			<b>d</b> _____				
			<b>e</b> _____				
	<b>f</b> All other program service revenue						
	<b>g</b> <b>Total.</b> Add lines 2a-2f . . . . . ►		2,441,625				
<b>Other Revenue</b>	<b>3</b> Investment income (including dividends, interest, and other similar amounts) . . . . . ►		6,758		6,758		
	<b>4</b> Income from investment of tax-exempt bond proceeds . . . . . ►						
	<b>5</b> Royalties . . . . . . . . . . . ►						
	<b>6a</b> Gross rents	(i) Real	(ii) Personal				
	<b>b</b> Less rental expenses						
	<b>c</b> Rental income or (loss)						
	<b>d</b> Net rental income or (loss) . . . . . . . . . . . ►						
	<b>7a</b> Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
<b>b</b> Less cost or other basis and sales expenses			42				
<b>c</b> Gain or (loss)			-42				
<b>d</b> Net gain or (loss) . . . . . . . . . . . ►			-42		-42		
<b>8a</b> Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18 . . . . .							
<b>a</b>							
<b>b</b> Less direct expenses . . . . .	<b>b</b>						
<b>c</b> Net income or (loss) from fundraising events . . . . . ►							
<b>9a</b> Gross income from gaming activities See Part IV, line 19 . . . . .	<b>a</b>						
<b>b</b> Less direct expenses . . . . .	<b>b</b>						
<b>c</b> Net income or (loss) from gaming activities . . . . . ►							
<b>10a</b> Gross sales of inventory, less returns and allowances . . . . .	<b>a</b>						
<b>b</b> Less cost of goods sold . . . . .	<b>b</b>						
<b>c</b> Net income or (loss) from sales of inventory . . . . . ►							
<b>Miscellaneous Revenue</b>	Business Code						
<b>11a</b> _____							
<b>b</b> _____							
<b>c</b> _____							
<b>d</b> All other revenue . . . . .							
<b>e</b> <b>Total.</b> Add lines 11a-11d . . . . . ►							
<b>12</b> <b>Total revenue.</b> See Instructions . . . . . ►		10,112,149	2,441,625		6,716		

**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 

<b>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</b>	<b>(A)</b> Total expenses	<b>(B)</b> Program service expenses	<b>(C)</b> Management and general expenses	<b>(D)</b> Fundraising expenses
<b>1</b> Grants and other assistance to domestic organizations and domestic governments See Part IV, line 21 . . . . .	3,122,669	3,122,669		
<b>2</b> Grants and other assistance to domestic individuals See Part IV, line 22 . . . . .				
<b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals See Part IV, lines 15 and 16 . . . . .				
<b>4</b> Benefits paid to or for members . . . . .				
<b>5</b> Compensation of current officers, directors, trustees, and key employees . . . . .	585,163	352,844	220,822	11,497
<b>6</b> Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .				
<b>7</b> Other salaries and wages . . . . .	1,475,051	1,346,983	125,663	2,405
<b>8</b> Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) . . . . .	80,914	78,846	1,936	132
<b>9</b> Other employee benefits . . . . .	142,430	131,753	10,236	441
<b>10</b> Payroll taxes . . . . .	143,378	119,978	22,491	909
<b>11</b> Fees for services (non-employees)				
<b>a</b> Management . . . . .				
<b>b</b> Legal . . . . .				
<b>c</b> Accounting . . . . .	38,742		38,742	
<b>d</b> Lobbying . . . . .				
<b>e</b> Professional fundraising services See Part IV, line 17				
<b>f</b> Investment management fees . . . . .				
<b>g</b> Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O) . . . . .	882,713	837,963	44,750	
<b>12</b> Advertising and promotion . . . . .	3,575	3,485	90	
<b>13</b> Office expenses . . . . .	106,463	78,709	27,754	
<b>14</b> Information technology . . . . .	62,842	33,501	29,341	
<b>15</b> Royalties . . . . .				
<b>16</b> Occupancy . . . . .	278,106	6,974	271,132	
<b>17</b> Travel . . . . .	247,346	242,189	5,157	
<b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .				
<b>19</b> Conferences, conventions, and meetings . . . . .	887,307	871,238	16,069	
<b>20</b> Interest . . . . .				
<b>21</b> Payments to affiliates . . . . .				
<b>22</b> Depreciation, depletion, and amortization . . . . .	46,154		46,154	
<b>23</b> Insurance . . . . .	12,853	2,500	10,353	
<b>24</b> 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 )				
<b>a</b> PRINTING	109,650	105,844	3,806	
<b>b</b> BOOKS, DUES AND SUBSCRIPT	107,693	97,200	10,493	
<b>c</b> PROFESSIONAL DEVELOPMENT	2,000		2,000	
<b>d</b> BAD DEPT EXPENSE	1,750	1,750		
<b>e</b> All other expenses				
<b>25</b> <b>Total functional expenses.</b> Add lines 1 through 24e	8,336,799	7,434,426	886,989	15,384
<b>26</b> <b>Joint costs.</b> Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation Check here ► <input type="checkbox"/> 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 

		<b>(A)</b> Beginning of year	<b>(B)</b> End of year
Assets	<b>1</b> Cash—non-interest-bearing	1,114	<b>1</b> 1,737
	<b>2</b> Savings and temporary cash investments	1,310,738	<b>2</b> 1,280,898
	<b>3</b> Pledges and grants receivable, net	1,511,826	<b>3</b> 2,733,024
	<b>4</b> Accounts receivable, net	168,635	<b>4</b> 424,018
	<b>5</b> Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L		
			<b>5</b>
	<b>6</b> 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		
			<b>6</b>
	<b>7</b> Notes and loans receivable, net	7	
	<b>8</b> Inventories for sale or use	8	
	<b>9</b> Prepaid expenses and deferred charges	48,471	<b>9</b> 34,761
	<b>10a</b> Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10a 275,738	
	<b>b</b> Less accumulated depreciation	10b 224,320	90,421 <b>10c</b> 51,418
	<b>11</b> Investments—publicly traded securities	11	
	<b>12</b> Investments—other securities See Part IV, line 11	12	
	<b>13</b> Investments—program-related See Part IV, line 11	13	
	<b>14</b> Intangible assets	14	
	<b>15</b> Other assets See Part IV, line 11	69,594	<b>15</b> 83,032
	<b>16</b> <b>Total assets.</b> Add lines 1 through 15 (must equal line 34)	3,200,799	<b>16</b> 4,608,888
Liabilities	<b>17</b> Accounts payable and accrued expenses	1,396,110	<b>17</b> 1,237,817
	<b>18</b> Grants payable	18	
	<b>19</b> Deferred revenue	304,543	<b>19</b> 77,021
	<b>20</b> Tax-exempt bond liabilities	20	
	<b>21</b> Escrow or custodial account liability Complete Part IV of Schedule D	21	
	<b>22</b> 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	22	
	<b>23</b> Secured mortgages and notes payable to unrelated third parties	23	
	<b>24</b> Unsecured notes and loans payable to unrelated third parties	24	
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24) Complete Part X of Schedule D		
		82,121	<b>25</b> 100,675
	<b>26</b> <b>Total liabilities.</b> Add lines 17 through 25	1,782,774	<b>26</b> 1,415,513
Net Assets or Fund Balances	<b>Organizations that follow SFAS 117 (ASC 958), check here ► <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.</b>		
	<b>27</b> Unrestricted net assets	1,335,535	<b>27</b> 2,053,280
	<b>28</b> Temporarily restricted net assets	82,490	<b>28</b> 1,140,095
	<b>29</b> Permanently restricted net assets	29	
	<b>Organizations that do not follow SFAS 117 (ASC 958), check here ► <input type="checkbox"/> and complete lines 30 through 34.</b>		
	<b>30</b> Capital stock or trust principal, or current funds	30	
	<b>31</b> Paid-in or capital surplus, or land, building or equipment fund	31	
	<b>32</b> Retained earnings, endowment, accumulated income, or other funds	32	
	<b>33</b> Total net assets or fund balances	1,418,025	<b>33</b> 3,193,375
	<b>34</b> Total liabilities and net assets/fund balances	3,200,799	<b>34</b> 4,608,888

**Part XI Reconciliation 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	10,112,149
2	Total expenses (must equal Part IX, column (A), line 25) . . . . .	2	8,336,799
3	Revenue less expenses Subtract line 2 from line 1 . . . . .	3	1,775,350
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A)) . . .	4	1,418,025
5	Net unrealized gains (losses) on investments . . . . .	5	
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	
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	3,193,375

**Part XII Financial Statements and Reporting**Check if Schedule O contains a response or note to any line in this Part XII 

1 Accounting method used to prepare the Form 990  Cash  Accrual  Other \_\_\_\_\_  
 If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O

2a Were the organization's financial statements compiled or reviewed by an independent accountant?

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

Separate basis  Consolidated basis  Both consolidated and separate basis

2b Were the organization's financial statements audited by an independent accountant?

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

Separate basis  Consolidated basis  Both consolidated and separate basis

2c 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?

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?

b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits

	Yes	No
2a		No
2b	Yes	
2c	Yes	
3a	Yes	
3b	Yes	

2015

Open to Public  
Inspection**SCHEDULE A**  
**(Form 990 or  
990EZ)****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](http://www.irs.gov/form990).Department of the  
Treasury  
Internal Revenue Service**Name of the organization**  
INSTITUTE FOR EDUCATIONAL  
LEADERSHIP**Employer identification number**

52-1198450

**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 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2)**. (Complete Part III)  
 10  An organization organized and operated exclusively to test for public safety See **section 509(a)(4)**.  
 11  An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)** See **section 509(a)(3)**. Check the box 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		
<b>Total</b>						

**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 )	4,036,179	3,815,949	5,470,960	6,549,997	7,663,808	27,536,893
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 <b>Total.</b> Add lines 1 through 3	4,036,179	3,815,949	5,470,960	6,549,997	7,663,808	27,536,893
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)						3,859,695
6 <b>Public support.</b> Subtract line 5 from line 4						23,677,198

**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	4,036,179	3,815,949	5,470,960	6,549,997	7,663,808	27,536,893
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	6,569	6,271	10,925	6,380	6,758	36,903
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI )						
11 <b>Total support.</b> Add lines 7 through 10						27,573,796
12 Gross receipts from related activities, etc (see instructions)					12	2,441,625
13 <b>First five years.</b> 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 <b>stop here</b> . . . . . ► □						

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

14 Public support percentage for 2015 (line 6, column (f) divided by line 11, column (f))	14	85 870 %
15 Public support percentage for 2014 Schedule A, Part II, line 14	15	84 390 %
16a <b>33 1/3% support test—2015.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization		► □
b <b>33 1/3% support test—2014.</b> 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 <b>stop here</b> . The organization qualifies as a publicly supported organization		► □
17a <b>10%-facts-and-circumstances test—2015.</b> 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 <b>stop here</b> . Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization		► □
b <b>10%-facts-and-circumstances test—2014.</b> 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 <b>stop here</b> . Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization		► □
18 <b>Private foundation.</b> 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						
<b>6 Total.</b> Add lines 1 through 5						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
<b>c</b> Add lines 7a and 7b						
<b>8 Public support.</b> (Subtract line 7c from line 6 )						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a)2011	(b)2012	(c)2013	(d)2014	(e)2015	(f)Total
<b>9</b> Amounts from line 6						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
<b>c</b> Add lines 10a and 10b						
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
<b>12</b> Other income Do not include gain or loss from the sale of capital assets (Explain in Part VI )						
<b>13 Total support.</b> (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))	<b>15</b>	
16 Public support percentage from 2014 Schedule A, Part III, line 15	<b>16</b>	

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

17 Investment income percentage for 2015 (line 10c, column (f) divided by line 13, column (f))	<b>17</b>	
18 Investment income percentage from 2014 Schedule A, Part III, line 17	<b>18</b>	

**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**

**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

	Yes	No
<b>1</b>		
<b>2</b>		

**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)

**3a** Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer (b) and (c) below

<b>3a</b>		
<b>3b</b>		
<b>3c</b>		

**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

**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

**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

<b>4a</b>		
<b>4b</b>		

**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

**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

<b>4c</b>		
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**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)

<b>5a</b>		
<b>5b</b>		
<b>5c</b>		

**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?

**c** **Substitutions only.** Was the substitution the result of an event beyond the organization's control?

**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**.

<b>6</b>		
<b>7</b>		

**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)

**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)

<b>7</b>		
<b>8</b>		

**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**.

<b>9a</b>		
<b>9b</b>		

**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**.

**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**.

<b>9b</b>		
<b>9c</b>		

**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

**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)

<b>10a</b>		
<b>10b</b>		

**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?

<b>11a</b>		
<b>11b</b>		

**b** A family member of a person described in (a) above?

**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**

<b>11c</b>		
------------	--	--

**Part IV Supporting Organizations (continued)****Section B. Type I Supporting Organizations**

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

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

	Yes	No
1		
2		

**Section C. Type II Supporting Organizations**

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)

	Yes	No
1		

**Section D. All Type III Supporting Organizations**

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?

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)

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

	Yes	No
1		
2		
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)

**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

	Yes	No
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

	Yes	No
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**

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

	Yes	No
3a		
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**

**1** Net short-term capital gain  
**2** Recoveries of prior-year distributions  
**3** Other gross income (see instructions)  
**4** Add lines 1 through 3  
**5** Depreciation and depletion  
**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)  
**7** Other expenses (see instructions)  
**8** **Adjusted Net Income** (subtract lines 5, 6 and 7 from line 4)

	(A) Prior Year	(B) Current Year (optional)
<b>1</b>		
<b>2</b>		
<b>3</b>		
<b>4</b>		
<b>5</b>		
<b>6</b>		
<b>7</b>		
<b>8</b>		

**Section B - Minimum Asset Amount**

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

	(A) Prior Year	(B) Current Year (optional)
<b>1</b>		
<b>1a</b>		
<b>1b</b>		
<b>1c</b>		
<b>1d</b>		
<b>2</b>		
<b>3</b>		
<b>4</b>		
<b>5</b>		
<b>6</b>		
<b>7</b>		
<b>8</b>		

**Section C - Distributable Amount**

**1** Adjusted net income for prior year (from Section A, line 8, Column A)  
**2** Enter 85% of line 1  
**3** Minimum asset amount for prior year (from Section B, line 8, Column A)  
**4** Enter greater of line 2 or line 3  
**5** Income tax imposed in prior year  
**6** **Distributable Amount.** Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)  
**7** Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions)

	Current Year
<b>1</b>	
<b>2</b>	
<b>3</b>	
<b>4</b>	
<b>5</b>	
<b>6</b>	

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

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

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

2015

Open to Public  
Inspection**SCHEDULE D**  
(Form 990)**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](http://www.irs.gov/form990).Department of the  
Treasury  
Internal Revenue Service**Name of the organization**  
INSTITUTE FOR EDUCATIONAL  
LEADERSHIP**Employer identification number**

52-1198450

**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**

<b>1</b>	Total number at end of year	
<b>2</b>	Aggregate value of contributions to (during year)	
<b>3</b>	Aggregate value of grants from (during year)	
<b>4</b>	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)  
 Protection of natural habitat  
 Preservation of open space

Preservation of an historically important land area  
 Preservation of a certified historic structure

**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

	<b>Held at the End of the Year</b>
<b>2a</b>	
<b>2b</b>	
<b>2c</b>	
<b>2d</b>	

**a** Total number of conservation easements**b** Total acreage restricted by conservation easements**c** Number of conservation easements on a certified historic structure included in (a)**d** Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register**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
1c	
1d	
1e	
1f	

c Beginning balance

d Additions during the year

e Distributions during the year

f Ending balance

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 . . . . .					
b Contributions . . . . .					
c Net investment earnings, gains, and losses . . . . .					
d Grants or scholarships . . . . .					
e Other expenditures for facilities and programs . . . . .					
f Administrative expenses . . . . .					
g End of year balance . . . . .					

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

a Board designated or quasi-endowment ►

b Permanent endowment ►

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

(i) unrelated organizations . . . . .

Yes

(ii) related organizations . . . . .

No

b If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R? . . . . .

3a(i)	<input type="checkbox"/>
3a(ii)	<input type="checkbox"/>
3b	<input type="checkbox"/>

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)	Accumulated (c) depreciation	(d) Book value
1a Land . . . . .					
b Buildings . . . . .					
c Leasehold improvements . . . . .		34,787		14,076	20,711
d Equipment . . . . .		240,951		210,244	30,707
e Other . . . . .					

**Total.** Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c)) . . . . . ►

51,418

**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.

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		

**Total.** (Column (b) must equal Form 990, Part X, col (B) line 12 )

## **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.

**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

**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.

**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.

<b>1</b>	Total revenue, gains, and other support per audited financial statements . . . . .	<b>1</b>	10,112,149
<b>2</b>	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
<b>a</b>	Net unrealized gains (losses) on investments . . . . .	<b>2a</b>	
<b>b</b>	Donated services and use of facilities . . . . .	<b>2b</b>	
<b>c</b>	Recoveries of prior year grants . . . . .	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII ) . . . . .	<b>2d</b>	
<b>e</b>	Add lines <b>2a</b> through <b>2d</b> . . . . .	<b>2e</b>	
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b> . . . . .	<b>3</b>	10,112,149
<b>4</b>	Amounts included on Form 990, Part VIII, line 12, but not on line <b>1</b>		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	<b>4a</b>	
<b>b</b>	Other (Describe in Part XIII ) . . . . .	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b> . . . . .	<b>4c</b>	
<b>5</b>	Total revenue Add lines <b>3</b> and <b>4c</b> .(This must equal Form 990, Part I, line 12 ) . . . . .	<b>5</b>	10,112,149

**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.

<b>1</b>	Total expenses and losses per audited financial statements . . . . .	<b>1</b>	8,336,799
<b>2</b>	Amounts included on line 1 but not on Form 990, Part IX, line 25		
<b>a</b>	Donated services and use of facilities . . . . .	<b>2a</b>	
<b>b</b>	Prior year adjustments . . . . .	<b>2b</b>	
<b>c</b>	Other losses . . . . .	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIII ) . . . . .	<b>2d</b>	
<b>e</b>	Add lines <b>2a</b> through <b>2d</b> . . . . .	<b>2e</b>	
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b> . . . . .	<b>3</b>	8,336,799
<b>4</b>	Amounts included on Form 990, Part IX, line 25, but not on line <b>1</b> :		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .	<b>4a</b>	
<b>b</b>	Other (Describe in Part XIII ) . . . . .	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b> . . . . .	<b>4c</b>	
<b>5</b>	Total expenses Add lines <b>3</b> and <b>4c</b> .(This must equal Form 990, Part I, line 18 ) . . . . .	<b>5</b>	8,336,799

**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
SCHEDULE D, PAGE 3, PART X	ACCOUNTING PRINCIPLES GENERALLY ACCEPTED IN THE UNITED STATES OF AMERICA PROVIDE CONSISTENT GUIDANCE FOR THE ACCOUNTING FOR UNCERTAINTY IN INCOME TAXES RECOGNIZED IN THE INSTITUTE'S FINANCIAL STATEMENTS AND PRESCRIBE A THRESHOLD OF "MORE LIKELY THAN NOT" FOR RECOGNITION OF TAX POSITIONS TAKEN OR EXPECTED TO BE TAKEN IN A TAX RETURN. THE INSTITUTE FOR EDUCATIONAL LEADERSHIP PERFORMED AN EVALUATION OF UNCERTAIN TAX POSITIONS FOR THE YEAR ENDED JUNE 30, 2016, AND DETERMINED THAT THERE WERE NO MATTERS THAT WOULD REQUIRE RECOGNITION IN THE FINANCIAL STATEMENTS OR THAT MAY HAVE ANY EFFECT ON ITS TAX-EXEMPT STATUS. AS OF JUNE 30, 2016, THE STATUTE OF LIMITATIONS FOR TAX YEARS 2012 THROUGH 2014 REMAINS OPEN WITH THE U.S. FEDERAL JURISDICTION OR THE VARIOUS STATES AND LOCAL JURISDICTIONS IN WHICH THE ORGANIZATION FILES TAX RETURNS. IT IS THE INSTITUTE'S POLICY TO RECOGNIZE INTEREST AND/OR PENALTIES RELATED TO UNCERTAIN TAX POSITIONS, IF ANY, IN INCOME TAX EXPENSE. AS OF JUNE 30, 2016, THE INSTITUTE HAD NO ACCRUALS FOR INTEREST AND/OR PENALTIES.

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

Return Reference	Explanation

## Schedule I (Form 990)

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

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

► Attach to Form 990.

► **Information about Schedule I (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).**

**Open to Public  
Inspection**

Department of the  
Treasury  
Internal Revenue Service

Name of the organization  
**INSTITUTE FOR EDUCATIONAL  
LEADERSHIP**

**Employer identification number**

52-1198450

## **Part I General Information on Grants and Assistance**

**Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments.** Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
See Additional Data Table							

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

**Part IV** **Supplemental Information.** Provide the information required in Part I, line 2, Part III, column (b), and any other additional information.

Return Reference	Explanation
SCHEDULE I, PAGE 1, PART I, LINE 2	GRANTS AND ASSISTANCE ARE MONITORED THROUGH NARRATIVE AND FINANCIAL REPORTS DUE AT SPECIFIC TIMES DURING THE GRANT PERIOD

**Additional Data****Software ID:****Software Version:****EIN:** 52-1198450**Name:** INSTITUTE FOR EDUCATIONAL  
LEADERSHIP**Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.**

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
ABILITY CONNECTION COLORADO 801 YOSEMITE STREET DENVER, CO 80230	84-0420225	501C3	36,934				OJJDP-MENTORING PROG
BOSTON UNIVERSITY PO BOX 55058 BOSTON, MA 02205	04-2103547	501C3	45,571				DOL-DISABILITY YOUTH
BOSTON UNIVERSITY PO BOX 55058 BOSTON, MA 02205	04-2103547	501C3	14,141				DOE-TECH AST CENTER

**Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.**

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
EASTER SEALS 4500 BISSONNETT SUITE 340 BELLAIRE, TX 77401	74-1238418	501C3	34,834				OJJD-P-MENTORING PROG
FAMILIES TOGETHER INC 737 MADISON AVENUE ALBANY, NY 12208	14-1786202	501C3	36,589				OJJD-P-MENTORING PROG
GOODWILL INDUSTRIES HOUSTON 1140 WEST LOOP NORTH HOUSTON, TX 77055	74-1285095	501C3	172,992				DOL-DISABILITY YOUTH

**Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.**

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
THE GREATER LOUISVILLE WORKFORCE IN 410 W CHESTNUT ST LOUISVILLE, KY 40202	46-4856936		233,437				DOL-DISABILITY YOUTH
HUMANIUM INC 1701 N GAY STREET BALTIMORE, MD 21213	52-0962588	501C3	29,252				OJJD P-MENTORING PROG
INDEPENDENT LIVING RESOURCE CENTER 2709 ART MUSEUM DRIVE JACKSONVILLE, FL 32207	59-1842440	501C3	33,387				OJJD P-MENTORING PROG

**Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.**

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
KERN HIGH SCHOOL DISTRICT 2727 F STREET BAKERSFIELD, CA 93301	95-6001764	GOV	34,702				OJD P-MENTORING PROG
LAWRENCE HALL 2737 W PETERSON AVENUE CHICAGO, IL 60659	36-2167771		99,475				DOL-DISABILITY YOUTH
NAT COUNCIL OF TEACHERS OF ENGLISH 1111 W KENYON ROAD URBANA, IL 61801	37-0715886	501C3	456,331				DOE -LIREC

**Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.**

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
OASIS CENTER INC 1704 CHARLOTTE AVE 200 NASHVILLE, TN 37203	62-0968273	501C3	229,469				DOL-DISABILITY YOUTH
PACER CENTER 8161 NORMANDALE BLVD MINNEAPOLIS, MN 55437	41-1306304	501C3	18,121				DOL-DISABILITY YOUTH
PECKHAM 3510 CAPITAL CITY BLVD LANSING, MI 48906	38-2322117	501C3	52,769				OJJD-P-MENTORING PROG

**Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.**

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
PECKHAM 3510 CAPITAL CITY BLVD LANSING, MI 48906	38-2322117	501C3	283,561				DOL-DISABILITY YOUTH
PECKHAM 3510 CAPITAL CITY BLVD LANSING, MI 48906	38-2322117	501C3	35,639				DOL-DISABILITY YOUTH
PLAYA VISTA JOB OPPORTUNITIES 4112 S MAIN ST LOS ANGELES, CA 90037	95-4706948	501C3	355,791				DOL-DISABILITY YOUTH

**Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.**

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
UNIVERSITY OF MINNESOTA NW 5957 PO BOX 1450 MINNEAPOLIS, MN 55485	41-6007513	501C3	105,707				DOL-DISABILITY YOUTH
RURAL SCHOOL AND COMMUNITY TRUST 4301 CONNECTICUT AVE NW STE 100 WASHINGTON, DC 20008	56-1924246	501C3	240,851				DOE-LIREC
THE CHILDREN'S CABINET INC 1090 SOUTH ROCK BLVD RENO, NV 89502	77-0097156	501C3	77,890				DOL-DISABILITY YOUTH

**Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.**

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
WESTAT INC PO BOX 1004 ROCKVILLE, MD 20850	84-0529566		389,394				DOE-LIREC
YOUTH SERVICE INC 32 WALNUT STREET PO BOX 6008 BRATTLEBORO, VT 05302	03-0287694	501C3	32,495				OJJDP-MENTORING PROG
REGIONAL CENTER FOR INDEP LIVING 479 STATE ST ROCHESTER, NY 14608	23-7063682	501C3	30,741				OJJDP-MENTORING PROG

**Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.**

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
ONONDAGA COMMUNITY COLLEGE 4585 WEST SENECA TURNPIKE SYRACUSE, NY 13215	16-0973001		24,896				DOL-DISABILITY YOUTH
PROGRESSIVE LIFE CENTER 1704 17TH STREET NE WASHINGTON, DC 20002	22-3381157		17,700				MENTORING PROG DC

2015

Open to Public  
Inspection**Schedule J**  
(Form 990)**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](http://www.irs.gov/form990).Department of the  
Treasury  
Internal Revenue ServiceName of the organization  
INSTITUTE FOR EDUCATIONAL  
LEADERSHIP

Employer identification number

52-1198450

**Part I Questions Regarding Compensation****1a** Check the appropriate 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

<input type="checkbox"/> First-class or charter travel	<input type="checkbox"/> Housing allowance or residence for personal use
<input type="checkbox"/> Travel for companions	<input type="checkbox"/> Payments for business use of personal residence
<input type="checkbox"/> Tax indemnification and gross-up payments	<input type="checkbox"/> Health or social club dues or initiation fees
<input type="checkbox"/> Discretionary spending account	<input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef)

Yes No

**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

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

3

**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

4a No

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

4b No

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

4c No

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

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

**Only 501(c)(3), 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

5a No

**a** The organization?

5b No

**b** Any related organization?

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

**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

6a No

**a** The organization?

6b No

**b** Any related organization?

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

7 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

8 No

**8** Were any amounts reported on Form 990, Part VII, paid or accrued 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

9 No

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

**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 MARTIN J BLANK PRESIDENT	(i) 217,160 -----	(ii) -----	(iii) -----	26,422 -----	14,962 -----	258,544 -----	-----
2 CURTIS RICHARDS DIR WORK FORCE DEV	(i) 178,864 -----	(ii) -----	(iii) -----	10,942 -----	13,187 -----	202,993 -----	-----

**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

**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](http://www.irs.gov/form990).

**2015****Open to Public  
Inspection**Name of the organization  
INSTITUTE FOR EDUCATIONAL  
LEADERSHIP**Employer identification number**

52-1198450

Return Reference	Explanation
FORM 990 - ORGANIZATION'S MISSION	THE INSTITUTE FOR EDUCATIONAL LEADERSHIP, INC. WAS INCORPORATED FOR THE PURPOSE OF STRENGTHENING LEADERSHIP IN AMERICAN EDUCATION, IMPROVING THE EFFECTIVENESS OF EDUCATION POLICIES, EDUCATING THE GENERAL PUBLIC AS TO SIGNIFICANT EVENTS AND ISSUES RELATED TO EDUCATION, IMPROVING COMMUNICATION AMONG EDUCATORS, AND CARRYING OUT RESEARCH AND TRAINING ON EDUCATION RELATED ISSUES

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4A	<p>ESTABLISHING STANDARDS, ASSESSMENTS, AND TOOLS TO IMPROVE QUALITY, CONNECTIONS, AND COLLABORATIONS, IMPROVING THE INVOLVEMENT AND RELATIONSHIP OF EMPLOYERS TO LEARNING AND TRAINING ENTERPRISES AND THE BROADER WORKFORCE DEVELOPMENT SYSTEM, ASSISTING YOUTH AND THEIR FAMILIES IN NAVIGATING THE ROAD TO ADULTHOOD, FROM SCHOOL TO ADDITIONAL EDUCATION, CAREERS AND INDEPENDENT/COMMUNITY LIVING, AND, PROMOTING THE DEVELOPMENT OF CAREER PATHWAYS FOR YOUTH SERVICE PROFESSIONALS. MAJOR INITIATIVES OF THE CENTER FOR WORKFORCE DEVELOPMENT INCLUDE THE NATIONAL COLLABORATIVE ON WORKFORCE AND DISABILITY FOR YOUTH. THIS COLLABORATIVE IS COMPOSED OF PARTNERS WITH EXPERTISE IN DISABILITY, EDUCATION, EMPLOYMENT, AND WORKFORCE DEVELOPMENT ISSUES. THE COLLABORATIVE IS CHARGED WITH ASSISTING STATE AND LOCAL WORKFORCE DEVELOPMENT SYSTEMS TO INTEGRATE YOUTH WITH DISABILITIES INTO THEIR SERVICE STRATEGIES. THE COLLABORATIVE IS HOUSED AT THE INSTITUTE FOR EDUCATIONAL LEADERSHIP IN WASHINGTON, DC. THE COLLABORATIVE STRIVES TO ENSURE THAT YOUTH WITH DISABILITIES ARE PROVIDED FULL ACCESS TO HIGH QUALITY SERVICES IN INTEGRATED SETTINGS TO MAXIMIZE THEIR OPPORTUNITIES FOR EMPLOYMENT AND INDEPENDENT LIVING. THE PROFESSIONAL DEVELOPMENT INITIATIVE IDENTIFIES THE KNOWLEDGE, SKILLS AND ABILITIES THAT PROFESSIONALS WORKING DIRECTLY WITH YOUTH NEED TO BETTER CONNECT ALL YOUNG PEOPLE TO EDUCATION, WORKFORCE, AND INDEPENDENT LIVING OPPORTUNITIES AND BUILDS THE CAPACITY OF THESE YOUTH SERVICE PROFESSIONALS TO AFFECT POSITIVE OUTCOMES FOR ALL YOUTH, INCLUDING THOSE WITH DISABILITIES AND OTHER DISCONNECTED YOUTH. THE READY TO ACHIEVE MENTORING PROGRAM (RAMP) - THE READY TO ACHIEVE MENTORING PROGRAM (RAMP) IS A HIGH TECH, CAREER-FOCUSED MENTORING PROGRAM FOR YOUTH, INCLUDING THOSE WITH DISABILITIES INVOLVED WITH OR AT-RISK OF BECOMING INVOLVED WITH THE JUVENILE JUSTICE SYSTEM FUNDED BY THE DEPARTMENT OF JUSTICE'S OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION (OJJDP) AND LED BY THE INSTITUTE FOR EDUCATIONAL LEADERSHIP (IEL). RAMP IS BEING IMPLEMENTED AT 10 SITES ACROSS THE COUNTRY BY STATE AND LOCAL ORGANIZATIONS WITH EXPERTISE IN MENTORING, YOUTH DEVELOPMENT, AND/OR DISABILITY. THE RAMP MODEL UTILIZES A COMBINATION OF GROUP, PEER, AND ONE-ON-ONE MENTORING TO PROMOTE THE SUCCESSFUL TRANSITION OF RAMP YOUTH TO EMPLOYMENT, CONTINUED LEARNING OPPORTUNITIES, AND INDEPENDENT LIVING. THE RIGHT TURN CAREER-FOCUSED TRAINING INITIATIVE SERVES JUVENILE OFFENDERS, PROVIDING COMPREHENSIVE REENTRY AND TRANSITION SERVICES, INCLUDING CONNECTION TO EDUCATION, MENTORING, SOFT SKILL BUILDING, WORKFORCE DEVELOPMENT, AND VIOLENCE PREVENTION FUNDED BY THE U.S. DEPARTMENT OF LABOR'S EMPLOYMENT AND TRAINING ADMINISTRATION. FIVE LOCAL SITES OPERATE RIGHT TURN IN DIFFERENT COMMUNITIES: KENTUCKIANA WORKS, LOUISVILLE, KY., PECKHAM, INC., LANSING, MI., OASIS CENTER, NASHVILLE, TN., PLAYA VISTA JOBS, LOS ANGELES, CA., AND GOODWILL INDUSTRIES OF HOUSTON, HOUSTON, TX. THE HIGH SCHOOL/HIGH TECH PROGRAM IS AN EFFECTIVE STRATEGY FOR IMPROVING POST-HIGH SCHOOL OUTCOMES FOR YOUTH WITH ALL TYPES OF DISABILITIES. THE PROGRAM IS DESIGNED TO ADDRESS THE FULL ARRAY OF NEEDS OF TRANSITION-AGE YOUTH WITH DISABILITIES, INCLUDING EXPOSURE TO SCIENCE, TECHNOLOGY, ENGINEERING, MATH, AND TECHNOLOGY-RELATED CAREERS. DC ADVOCACY PARTNERS IS A LEADERSHIP TRAINING PROGRAM FOR SELF-ADVOCATES AND FAMILY MEMBERS OF CHILDREN WITH INTELLECTUAL/DEVELOPMENTAL DISABILITIES. PARTICIPANTS GAIN LEADERSHIP SKILLS AND DEVELOP POSITIVE PARTNERSHIPS WITH ELECTED OFFICIALS AND SCHOOL AND COMMUNITY LEADERS. PARTICIPANTS ENGAGE IN INTERACTIVE LEARNING AND GAIN VALUABLE INFORMATION ABOUT CURRENT ISSUES, SERVICES, AND POLICY MAKING AND LEGISLATIVE PROCESSES. THE NCWD/YOUTH-SPONSORED YOUTH ACTION COUNCIL ON TRANSITION (YOUTHACT) WAS LAUNCHED IN JANUARY AT AN INITIAL ORIENTATION MEETING HELD IN WASHINGTON, DC. YOUTHACT IS AN INITIATIVE TO STRENGTHEN YOUTH VOICE IN FIVE COMMUNITIES TO BECOME AMBASSADORS TO IMPROVE TRANSITION PROGRAMS AND SERVICES ACROSS MULTIPLE SYSTEMS. YOUTHACT TEAMS INCLUDE TWO YOUTH AND ONE ADULT PARTNER FROM NEW JERSEY, RHODE ISLAND, DC, TENNESSEE, AND CALIFORNIA. YOUTH WORKFORCE LEADERS ACADEMY FOR THE GREATER WASHINGTON WORKFORCE DEVELOPMENT COLLABORATIVE IS A ONE-YEAR INITIATIVE THAT DRAWS FROM IEL'S LEADERSHIP DEVELOPMENT AND YOUTH SERVICE PROFESSIONALS' KNOWLEDGE, SKILLS AND ABILITIES. PROJECTS IT IS AN EXAMPLE OF LOCAL FUNDING OF A NATIONAL FRAMEWORK.</p>

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4B	<p>COMMUNITIES, AND DEVELOPING POLICIES AT ALL LEVELS OF GOVERNMENT THAT SUPPORT JOINT ACTION TO IMPROVE OUTCOMES FOR CHILDREN, FAMILIES, AND COMMUNITIES. MAJOR INITIATIVES OF THE CENTER FOR FAMILY, SCHOOL AND COMMUNITY INCLUDE THE COALITION FOR COMMUNITY SCHOOLS, IN OPERATION SINCE 1997, IS A NATIONAL ALLIANCE THAT BRINGS TOGETHER SCHOOL AND COMMUNITY LEADERS TO ADVOCATE FOR SCHOOLS AS CENTERS OF THEIR COMMUNITIES, WITH PURPOSEFUL RESULTS-FOCUSED PARTNERSHIPS AT THEIR HEART. WITH THE SUPPORT OF A STEERING COMMITTEE REPRESENTING EDUCATION, YOUTH DEVELOPMENT, HIGHER EDUCATION, CHILD AND FAMILY SERVICES, AND LOCAL GOVERNMENT, IEL HAS HELPED TO MAKE COMMUNITY SCHOOLS 'CENTRAL TO REFORM' ACCORDING TO SECRETARY OF EDUCATION, ARNE DUNCAN. MORE THAN 100 COMMUNITIES NOW HAVE MAJOR COMMUNITY SCHOOL'S EFFORTS AND ARE PART OF A LEARNING COMMUNITY OF LOCAL INITIATIVES. THROUGH THE COALITION, IEL IS LEADING EFFORTS TO HAVE FEDERAL AND STATE POLICY BE MORE RESPONSIVE TO THE COMMUNITY SCHOOL STRATEGY. TOGETHER WITH ITS COALITION PARTNERS, IEL HAS DEVELOPED A RESULTS-FRAMEWORK AND EVALUATION TOOLKIT FOR COMMUNITY SCHOOLS AND CONDUCTS RESEARCH ON THE EFFECTIVENESS OF COMMUNITY SCHOOLS AND HOW THEY ARE FINANCED. THE COALITION FOR COMMUNITY SCHOOLS ALSO HOSTS A BI-ANNUAL CONFERENCE WHICH MOST RECENTLY ATTRACTED OVER 1,700 PRACTITIONERS, ADVOCATES, AND POLICYMAKERS FROM ACROSS 44 STATES AND EIGHT COUNTRIES TO ALBUQUERQUE, NM IN 2016. IEL'S EARLY CHILDHOOD AND COMMUNITY SCHOOLS LINKAGES PROJECT SUPPORTS LOCAL LEADERS SEEKING TO CONNECT EARLY CHILDHOOD PROGRAMS MORE CLOSELY WITH HIGH QUALITY ELEMENTARY SCHOOLS THAT HAVE DEEP ROOTS IN THE COMMUNITY. THE LINKAGES PROJECT BEGAN AS A PILOT IN TULSA, OK, MULTNOMAH COUNTY, OR, AND ALBUQUERQUE, NM AND IS NOW ASSISTING COMMUNITY SCHOOL INITIATIVES AROUND THE COUNTRY TO BETTER INTEGRATE EARLY CHILDHOOD PROGRAMS WITH THEIR BROADER COMMUNITY SCHOOLS WORK TO HELP STUDENTS ENTER SCHOOL READY TO LEARN AND ACHIEVE SUCCESS BY THE END OF 3RD GRADE. THESE COMMUNITIES ARE PLANNING EFFECTIVE TRANSITIONS FOR CHILDREN AND THEIR FAMILIES INTO ELEMENTARY SCHOOL, IMPLEMENTING EFFECTIVE FAMILY ENGAGEMENT PRACTICES, HELPING EDUCATORS, AND EARLY CHILDHOOD PROVIDERS LINK THEIR PRACTICES MORE EXPLICITLY, AND OVER TIME WORKING TOWARDS STATE POLICY THAT SUPPORTS THESE EFFORTS. MIND IN THE MAKING-COMMUNITY SCHOOLS PROJECT (MITM-CS) INITIATIVE SERVES AS A MODEL FOR EARLY LEARNING PROGRAM DEVELOPERS, EDUCATORS, AND COMMUNITY PARTNERS ON HOW TO ENHANCE AND EXPAND CAPACITY TO ENSURE HIGH QUALITY EARLY LEARNING OPPORTUNITIES FOR CHILDREN AND THEIR FAMILIES THROUGH ESTABLISHED COMMUNITY SCHOOL PARTNERSHIPS. SIX INNOVATIVE SITES HAVE DEMONSTRATED COMPREHENSIVE COMMUNITY SURROUND STRATEGIES THAT HAVE INFUSED MITM AND THE SEVEN ESSENTIAL SKILLS INTO ALL ASPECTS OF EARLY LEARNING, FAMILY PARTNERSHIP, AND COMPREHENSIVE BIRTH THROUGH EIGHT PROGRAM ALIGNMENT AND PLANNING. DURING THE 3-YEAR PILOT PHASE OF THIS PROJECT MORE THAN 500 FACILITATORS HAVE BEEN TRAINED. IEL IS WORKING WITH PARTNERS AT THE FAMILIES AND WORK INSTITUTE (FWI) ON A MAJOR NATIONAL EXPANSION PLAN FOR THE PROJECT, EXPANDING MITM-CS TO AN ADDITIONAL 30 SITES. DISTRICT LEADERS NETWORK ON FAMILY AND COMMUNITY ENGAGEMENT (FCE) - THIS PEER LEARNING AND ACTION NETWORK IS DEVOTED TO STRENGTHENING SYSTEMIC FAMILY ENGAGEMENT EFFORTS IN SCHOOL DISTRICTS AND SUPPORT THEIR LEADERSHIP DEVELOPMENT BY HELPING SCHOOL LEADERS, TEACHERS AND OTHER DISTRICT STAFF BETTER ENGAGE PARENTS, FAMILIES, AND COMMUNITY-BASED ORGANIZATIONS. IEL CONVENES THIS NETWORK TWICE A YEAR - DURING LEARNING LABS HOSTED BY MEMBER DISTRICTS (BALTIMORE 2014, NASHVILLE 2015, AND WASHINGTON, DC 2016), AND AS A PRE-CONFERENCE ACTIVITY DURING IEL'S NATIONAL FCE CONFERENCES. OVER 130 SCHOOL DISTRICTS ACROSS THE COUNTRY HAVE PARTICIPATED IN NETWORK ACTIVITIES. IEL HOSTED ITS FIRST NATIONAL FAMILY AND COMMUNITY ENGAGEMENT CONFERENCE IN CINCINNATI IN 2014 WITH OVER 500 ATTENDEES. MOST RECENTLY, THE THIRD ANNUAL CONFERENCE IN JUNE 2016 UNDER THE THEME OWNING OUR MOVEMENT, MAXIMIZING OUR IMPACT. OVER 1200 EDUCATORS, PARENTS, DISTRICT AND STATE FCE LEADERS, COMMUNITY ORGANIZERS, TEACHERS AND OTHER EDUCATORS, AND OTHERS WERE IN ATTENDANCE, AND COMMITTED TO SHARING HIGH IMPACT, EVIDENCE-BASED FAMILY AND COMMUNITY ENGAGEMENT STRATEGIES. HIGHLIGHTING LEADERSHIP AT ALL LEVELS AND EXCITING LOCAL WORK IN PITTSBURGH, THE 2016 CONFERENCE OFFERED A VARIETY OF PERSPECTIVES WHILE EXAMINING HOW SCHOOLS AND COMMUNITIES AROUND THE COUNTRY ARE REALIZING MUTUAL GOALS AND MAXIMIZING IMPACT THROUGH PRODUCTIVE FAMILY-SCHOOL-COMMUNITY PARTNERSHIPS. MAJOR PLENARIES, MINI-PLENARIES AND OVER 75 WORKSHOPS WILL OFFER MULTIPLE LEARNING OPPORTUNITIES ON IMPORTANT THEMES AND TOPICS. PARENTS &amp; TEACHERS CHAT (PTCHAT) IS A TWITTER-BASED WEEKLY CHAT DESIGNED AS A PROFESSIONAL DEVELOPMENT CONVERSATION THAT ENABLES PARENTS, FAMILY ENGAGEMENT PRACTITIONERS, TEACHERS AND OTHER EDUCATORS TO DEVELOP NEW AND INNOVATIVE APPROACHES TO FAMILY-SCHOOL-COMMUNITY PARTNERSHIPS.</p>

Return Reference	Explanation
FORM 990, PAGE 2, PART III, LINE 4C	<p>ENABLING LEADERS TO MOVE POLICY TO EFFECTIVE PRACTICE MAJOR INITIATIVES OF THE CENTER FOR LEADERSHIP AND POLICY INCLUDE THE EDUCATION POLICY FELLOWSHIP PROGRAM (EPFP) - IN CONTINUOUS OPERATION SINCE 1964 - IS IEL'S FLAGSHIP LEADERSHIP DEVELOPMENT PROGRAM, FOCUSING ON PARTICIPANTS' LEADERSHIP, POLICY, AND NETWORKING ABILITIES NEARLY 8,500 LEADERS ACROSS ALL 50 STATES FROM EARLY CHILDHOOD DEVELOPMENT, K-12, AND HIGHER EDUCATION HAVE PARTICIPATED IN EPFP, AS WELL AS PEOPLE FROM OTHER CHILD, YOUTH, AND COMMUNITY SUPPORT SYSTEMS THEY NOW SERVE AS LEADERS IN SCHOOL SYSTEMS, LOCAL, STATE AND FEDERAL GOVERNMENT, FOUNDATIONS, AND COMMUNITY-BASED ORGANIZATIONS THE 2016-17 EPFP COHORT WILL BE THE LARGEST IN EPFP HISTORY WITH OVER 325 FELLOWS ACROSS 16 STATES (AL, CS, CO, CT, GA, LA, MA, MI, MN, MO, MS, NY, NC 2 SITES, OH, PA, AND SC) AND THE DISTRICT OF COLUMBIA THE KELLOGG LEADERSHIP FOR COMMUNITY CHANGE (KLCC) PROJECT OFFERS GRASSROOTS COMMUNITY LEADERS THE OPPORTUNITY TO SHARE CHALLENGES AND SOLUTIONS THROUGH LOCAL AND REGIONAL COMMUNITY LEARNING EXCHANGES AND TO CONTRIBUTE TO NATIONAL POLICY CONVERSATIONS SINCE 2002, IEL HAS WORKED WITH COMMUNITIES IN 11 STATES TO DEVELOP COMMUNITY-BASED LEADERSHIP FOCUSED ON ENGAGING COMMUNITIES, FAMILIES, AND CHILDREN LIVING ON THE MARGINS CROSS-GENERATIONAL LEADERS INVOLVED IN THESE EXCHANGES CUT ACROSS RACE/ETHNICITY, AS WELL AS URBAN, SUBURBAN, AND RURAL COMMUNITIES IEL FEDERAL POLICY INSTITUTES PRESENT STUDENTS, FACULTY MEMBERS IN POST- GRADUATE EDUCATIONAL LEADERSHIP PROGRAMS, AND OTHER LEADERS WITH A BIRDS- EYE VIEW OF THE NATIONAL POLICY PROCESS LEADERS FROM CONGRESS, FEDERAL AGENCIES - INCLUDING THE DEPARTMENT OF EDUCATION, THINK-TANKS, AND NATIONAL ASSOCIATION AND ADVOCACY ORGANIZATIONS HELP PARTICIPANTS UNDERSTAND WASHINGTON'S INNER WORKINGS AND THE IMPLICATIONS FOR THEIR WORK THE SCHOOL LEADERSHIP LEARNING AND ACTION NETWORK IS AN EMERGING PARTNERSHIP WITH THE PRINCIPAL LEADERSHIP INSTITUTE AT UC BERKELEY AIMED AT DEVELOPING A NETWORK OF SCHOOL LEADERSHIP FACULTY AND PRACTITIONERS WHO SHARE A DESIRE TO CREATE A SPACE AND DIRECTION FOR A NATIONAL CONVERSATION ON LEADERSHIP THAT MORE CLEARLY ALIGNS WITH COMMUNITY-BASED, STUDENT- CENTERED VALUES THIS GROUP WILL ALSO EXAMINE THE RESEARCH BASE ON LEADERSHIP AND LEADERSHIP DEVELOPMENT, PARTICULARLY AS IT RELATES TO THE RACE, CULTURE, AND EQUITY CHALLENGES FACING EDUCATION IN AMERICA TODAY LEADERS FOR TODAY AND TOMORROW (LT2) IS A GROWING NETWORK OF NON-PROFITS, SCHOOL DISTRICTS AND SCHOOLS OF EDUCATION COMMITTED TO RETOOLING PRE- AND IN-SERVICE LEADERSHIP LEARNING AND EVALUATION LT2 SUPPORTS THE CATALYTIC ROLE OF PRINCIPALS, ASSISTANT PRINCIPALS AND DISTRICT LEADERS AS COMMUNITY STEWARDS SERVING SCHOOLS IN HIGHLY CHALLENGED ENVIRONMENTS ACROSS THE U.S. THE LITERACY INNOVATION IN RURAL EDUCATION THROUGH COLLABORATION (LIREC) PROJECT WILL TRANSFORM LITERACY LEARNING IN HIGH NEEDS RURAL SCHOOLS, ESTABLISHING A MODEL FOR BUILDING CAPACITY TO PRODUCE SUSTAINABLE GAINS IN STUDENT LEARNING, WITH A FOCUS ON PRESCHOOL THROUGH GRADE 3 (PS-3) LIREC WILL BE LED BY THE INSTITUTE FOR EDUCATIONAL LEADERSHIP, THE NATIONAL COUNCIL OF TEACHERS OF ENGLISH, AND THE RURAL AND COMMUNITY TRUST IT WILL WORK WITH LITERACY COMMUNITY ACTION TEAMS FROM THE COMMUNITIES SERVED BY 13 LOCAL EDUCATIONAL AUTHORITIES (LEAs) IN RURAL ILLINOIS, NORTH CAROLINA, VERMONT, WEST VIRGINIA, AND ARIZONA, SERVING 335 TEACHERS, 83 PARA PROFESSIONALS AND 3991 STUDENTS IN EACH COMMUNITY, LIREC WILL ENSURE THAT STUDENTS HAVE ACCESS TO BOOKS THAT ARE APPROPRIATE, ENGAGING, AND OF INTEREST AT BOTH HOME AND SCHOOL, DEVELOP TEACHER EXPERTISE IN THE RESEARCH-BASED STRATEGIES FOR SUPPORTING LITERACY LEARNING, CREATE AND IMPLEMENT A COMMUNITY LITERACY PLAN, AND CREATE A SUMMER LEARNING LAB THAT PROVIDES NOT ONLY RESEARCH BASED INSTRUCTIONAL SUPPORT FOR AT-RISK, PS-3 STUDENTS BUT ALSO ADVANCED TEACHERS' LEARNING THROUGH PEER OBSERVATION, COLLABORATIVE PLANNING AND REFLECTION, AND SYSTEMATIC EVALUATION BY AN EXTERNAL LITERACY EXPERT THROUGHOUT THE YEAR, LIREC WILL PROVIDE INTENSIVE PROFESSIONAL DEVELOPMENT ONSITE AND ONLINE IN CONJUNCTION WITH LOCAL COMMUNITIES OF PRACTICE IN WHICH TEACHERS WILL HAVE DEDICATED TIME TO PARTICIPATE THESE INTERVENTIONS WILL LEAD TO INCREASED KNOWLEDGE AND USE OF EFFECTIVE LITERACY INSTRUCTIONAL PRACTICES BY TEACHERS, INCREASES IN STUDENTS' TIME SPEND READING, MOTIVATION TO READ, AND LITERACY ACHIEVEMENT, AND ENHANCED ORGANIZATIONAL AND COMMUNITY CAPACITY TO SUSTAIN AND BUILD ON THESE GAINS WESTAT WILL EVALUATE HOW SUCCESSFUL LIREC IS IN PRODUCING THESE OUTCOMES USING A COMBINATION OF CASE STUDIES AND A QUASI-EXPERIMENTAL DESIGN THAT INCORPORATES A COMPARISON GROUP OF SCHOOLS</p>

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 11B	THE PRESIDENT AND DIRECTOR OF FINANCE AND BUDGET REVIEW THE FORM 990 AND THEN FORWARD THE FORM 990 TO THE TREASURER FOR REVIEW AND PRESENTATION TO THE BOARD OF DIRECTORS. ONCE THE FORM 990 HAS BEEN REVIEWED BY THE BOARD OF DIRECTORS IT IS RETURNED BY THE TREASURER TO THE PRESIDENT FOR FILING.

<b>Return Reference</b>	<b>Explanation</b>
FORM 990, PAGE 6, PART VI, LINE 12C	ANNUALLY THE CONFLICT OF INTEREST POLICY IS REVIEWED WITH ALL BOARD MEMBERS AND KEY EMPLOYEES THEY ARE REQUIRED TO MAKE A DISCLOSURE OF ANY INTEREST THAT MAY PRESENT A CONFLICT OF INTEREST AS THERE ARE CHANGES IN BOARD MEMBERS OR KEY EMPLOYEES THE POLICY IS DISCLOSED TO THE NEW PARTY AND COMPLIED WITH

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 15A	THE PRESIDENT'S COMPENSATION IS REVIEWED ANNUALLY BY THE BOARD OF DIRECTORS AT A REGULAR MEETING. THERE IS A PERFORMANCE REVIEW AND A COMPARISON OF SALARY TO MARKET FOR DETERMINATION OF SALARY.

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 15B	OTHER EMPLOYEES COMPENSATIONS ARE REVIEWED BY THE PRESIDENT ANNUALLY THERE IS A PERFORMANCE REVIEW AND A COMPARISON OF SALARY TO MARKET FOR DETERMINATION OF SALARY THE SALARY IS THEN REPORTED TO THE BOARD OF DIRECTORS BY THE PRESIDENT

Return Reference	Explanation
FORM 990, PAGE 6, PART VI, LINE 19	THE GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY, AND FINANCIAL STATEMENTS ARE AVAILABLE TO THE PUBLIC UPON REQUEST FOR INSPECTION AT THE INSTITUTE'S OFFICE

Return Reference	Explanation
FORM 990, PART IX, LINE 11G	CONSULTANTS 794,263 40,653 0 PAYROLL PROCESSING FEES 43,700 0 COORDINATOR FEES 0 4,097 0