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Form

Department of the Treasury  
Internal Revenue Service

## Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.

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

OMB No. 1545-0047

2016

Open to Public Inspection

A For the 2016 calendar year, or tax year beginning JUL 1, 2016

and ending JUN 30, 2017

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input checked="" type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization <b>THE BROOKINGS INSTITUTION</b>		D Employer identification number <b>53-0196577</b>
	Doing business as		E Telephone number <b>202-797-6000</b>
	Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	G Gross receipts \$ <b>237,695,617.</b>
	1775 MASSACHUSETTS AVE, NW		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
	City or town, state or province, country, and ZIP or foreign postal code <b>WASHINGTON, DC 20036-2103</b>		H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No
	F Name and address of principal officer <b>JOHN R. ALLEN</b> <b>SAME AS C ABOVE</b>		If "No," attach a list. (see instructions)
	I Tax-exempt status <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c)( ) (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		H(c) Group exemption number
	J Website: <b>WWW.BROOKINGS.EDU</b>		
	K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other		L Year of formation: <b>1939</b>
			M State of legal domicile: <b>DC</b>

## Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities <b>SEE SCHEDULE O</b>	
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.	
	3 Number of voting members of the governing body (Part VI, line 1a)	<b>59</b>
	4 Number of independent voting members of the governing body (Part VI, line 1b)	<b>59</b>
	5 Total number of individuals employed in calendar year 2016 (Part VII, line 2a)	<b>620</b>
	6 Total number of volunteers (estimate if necessary) <b>received US Bank - OSB</b>	<b>55</b>
	7a Total unrelated business revenue from Part VIII, column (C), line 12	<b>-448,051.</b>
7b Net unrelated business taxable income from Form 990, line 34	<b>-467,130.</b>	
Revenue	8 Contributions and grants (Part VIII, line 1h)	<b>90,539,102.</b>
	9 Program service revenue (Part VIII, line 2g)	<b>0.</b>
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	<b>14,841,136.</b>
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	<b>4,014,191.</b>
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	<b>109,394,429.</b>
	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	<b>577,114.</b>
	14 Benefits paid to or for members (Part IX, column (A), line 4)	<b>0.</b>
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	<b>59,593,205.</b>
	16a Professional fundraising fees (Part IX, column (A), line 11)	<b>0.</b>
	16b Total fundraising expenses (Part IX, column (D), line 25)	<b>3,597,713.</b>
Expenses	17 Other expenses (Part IX, column (A), lines 12-14)	<b>44,464,967.</b>
	18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	<b>104,635,286.</b>
	19 Revenue less expenses. Subtract line 18 from line 12	<b>4,759,143.</b>
	20 Total assets (Part X, line 16)	<b>474,414,925.</b>
Net Assets or Fund Balances	21 Total liabilities (Part X, line 26)	<b>60,127,788.</b>
	22 Net assets or fund balances. Subtract line 21 from line 20	<b>414,287,137.</b>

## Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer	Date
	<b>IRENA BARISIC, VP, CFO, ASST TREASURER</b>	<b>11/12/2020</b>
Paid	Print/Type preparer's name	Preparer's signature
	<b>WILLIAM E TURCO, CPA</b>	<b>11/02/20</b>
Preparer Use Only	Firm's name	Firm's EIN
	<b>RSM US LLP</b>	<b>42-0714325</b>
	Firm's address	Phone no.
	<b>9801 WASHINGTONIAN BLVD, STE 500</b>	<b>301-296-3600</b>
	<b>GAITHERSBURG, MD 20878</b>	

May the IRS discuss this return with the preparer shown above? (see instructions)

☒ Yes ☐ No

632001 11-11-16

LHA For Paperwork Reduction Act Notice, see the separate instructions.

Form 990 (2016)

971 010

**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

SEE SCHEDULE O

- 2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?

☒ Yes ☐ No

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

- 3 Did the organization cease conducting, or make significant changes in how it conducts, any program services?

☐ Yes ☒ No

If "Yes," describe these changes on Schedule O

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

4a (Code ) (Expenses \$ 15,335,530. including grants of \$ 137,833. ) (Revenue \$ 389,344. )

## FOREIGN POLICY STUDIES:

THE FOREIGN POLICY PROGRAM'S RESEARCH INFORMS ACADEMICS, POLICYMAKERS, THE PUBLIC, AND OTHER STAKEHOLDERS TO HELP ADDRESS THE GREAT CHALLENGES FACING THE UNITED STATES AND THE INTERNATIONAL COMMUNITY IN THE 21ST CENTURY. THE FOREIGN POLICY PROGRAM AIMS TO STRENGTHEN AMERICA'S FOREIGN AND NATIONAL SECURITY POLICIES, ENLIGHTEN THE PUBLIC POLICY DEBATE, AND HELP GUIDE THE EMERGING INTERNATIONAL ORDER TOWARDS PEACE, SECURITY AND HUMAN PROGRESS. IN THE PAST YEAR, FOREIGN POLICY EXPERTS EXAMINED A WIDE RANGE OF TOPICS INCLUDING THE STATE OF THE GLOBAL ORDER; U.S.-RUSSIA RELATIONS AND TRANSATLANTIC TIES; THE NORTH KOREA NUCLEAR ISSUE; U.S. DEFENSE; CHINESE POLITICS AND ECONOMICS; THE WAR IN SYRIA AND REFUGEES; ENERGY AND CLIMATE; DEVELOPMENTS IN DEMOCRACY AND

4b (Code ) (Expenses \$ 15,942,428. including grants of \$ ) (Revenue \$ )

## ECONOMIC STUDIES:

THE ECONOMIC STUDIES PROGRAM ANALYZES CURRENT AND EMERGING ECONOMIC POLICY ISSUES IN THE UNITED STATES AND WORLDWIDE. ITS RESEARCH AIMS TO INCREASE THE PUBLIC'S UNDERSTANDING OF HOW THE ECONOMY WORKS AND WHAT CAN BE DONE TO MAKE IT WORK BETTER. IN THE PAST YEAR, ECONOMIC STUDIES EXPERTS EXAMINED THE FEDERAL BUDGET DEFICIT AND THE RISING NATIONAL DEBT, AND COMMENTED ON SUCH DIVERSE ISSUES AS THE LABOR MARKET AND JOB CREATION, FISCAL AND MONETARY POLICY, AND THE ROLE OF EDUCATION AND OPPORTUNITY IN ECONOMIC MOBILITY. ECONOMIC STUDIES ALSO PRODUCES THE BROOKINGS PAPERS ON ECONOMIC ACTIVITY, THE LEADING SOURCE OF POLICY-ORIENTED, EMPIRICAL RESEARCH ON MACROECONOMICS. IN ADDITION TO PUBLISHING NUMEROUS WORKS OF SCHOLARSHIP IN FY2017, ECONOMIC STUDIES

4c (Code ) (Expenses \$ 12,104,695. including grants of \$ 190,000. ) (Revenue \$ 26,762. )

## GLOBAL ECONOMY AND DEVELOPMENT:

THE GLOBAL ECONOMY AND DEVELOPMENT PROGRAM EXAMINES THE OPPORTUNITIES AND CHALLENGES PRESENTED BY GLOBALIZATION, WHICH CONTINUES TO BE A CENTRAL CONCERN FOR INTERNATIONAL POLICYMAKERS, BUSINESS LEADERS, THE MEDIA AND CIVIL SOCIETY. GLOBAL ECONOMY AND DEVELOPMENT EXPERTS ADDRESS THE ISSUES SURROUNDING GLOBALIZATION WITHIN TWO KEY AREAS: STRENGTHENING THE DRIVERS OF SUSTAINABLE GROWTH AND LEAVING NO ONE BEHIND. IN THE PAST YEAR, GLOBAL EXPERTS HAVE PROVIDED ANALYSIS AND RECOMMENDATIONS TO FOSTER GLOBAL ECONOMIC COOPERATION, IMPROVE PATHWAYS OUT OF POVERTY, AND HELP DEAL WITH THE TECHNOLOGICAL TRANSFORMATION OF THE WORLD ECONOMY, WITH A SPECIAL FOCUS ON PRODUCTIVITY, EDUCATION, NEW SKILLS, INCLUSIVENESS, AND SUSTAINABILITY. IN ADDITION TO PUBLISHING

- 4d Other program services (Describe in Schedule O )

(Expenses \$ 29,108,666. including grants of \$ 395,781. ) (Revenue \$ 1,727,927. )

4e Total program service expenses 72,491,319.

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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*?
- 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*
- 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*

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

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

	Yes	No
<b>20a</b> Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		X
<b>20b</b> If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
<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? <i>If "Yes," complete Schedule I, Parts I and II</i>		X
<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? <i>If "Yes," complete Schedule I, Parts I and III</i>	X	
<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? <i>If "Yes," complete Schedule J</i>	X	
<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? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	X	
<b>24b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		X
<b>24c</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?		X
<b>24d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		X
<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? <i>If "Yes," complete Schedule L, Part I</i>		X
<b>25b</b> Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>		X
<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? <i>If "Yes," complete Schedule L, Part II</i>		X
<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? <i>If "Yes," complete Schedule L, Part III</i>		X
<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>28a</b> A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		X
<b>28b</b> A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		X
<b>28c</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? <i>If "Yes," complete Schedule L, Part IV</i>		X
<b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	X	
<b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		X
<b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		X
<b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		X
<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? <i>If "Yes," complete Schedule R, Part I</i>		X
<b>34</b> Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	X	
<b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)?	X	
<b>35b</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)? <i>If "Yes," complete Schedule R, Part V, line 2</i>		X
<b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		X
<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? <i>If "Yes," complete Schedule R, Part VI</i>		X
<b>38</b> Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19?	X	

**Note.** All Form 990 filers are required to complete Schedule O

**Part V** Statements Regarding Other IRS Filings and Tax ComplianceCheck 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.	465		
<b>1b</b> Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable.	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?		X	
<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.	620		
<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).		X	
<b>3a</b> Did the organization have unrelated business gross income of \$1,000 or more during the year?		X	
<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.			X
<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)?		X	
<b>b</b> If "Yes," enter the name of the foreign country: <u>QATAR, INDIA</u> 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?			X
<b>b</b> Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?			X
<b>c</b> If "Yes," to line 5a or 5b, did the organization file Form 8886-T?			
<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?			X
<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>7 Organizations that may receive deductible contributions under section 170(c).</b>			
<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?			X
<b>b</b> If "Yes," did the organization notify the donor of the value of the goods or services provided?			
<b>c</b> Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?			X
<b>d</b> If "Yes," indicate the number of Forms 8282 filed during the year.	7d		
<b>e</b> Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?			X
<b>f</b> Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?			X
<b>g</b> If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?			
<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>8 Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year? N/A			
<b>9 Sponsoring organizations maintaining donor advised funds.</b>			
<b>a</b> Did the sponsoring organization make any taxable distributions under section 4966? N/A			
<b>b</b> Did the sponsoring organization make a distribution to a donor, donor advisor, or related person? N/A			
<b>10 Section 501(c)(7) organizations.</b> Enter			
<b>a</b> Initiation fees and capital contributions included on Part VIII, line 12 N/A	10a		
<b>b</b> Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b		
<b>11 Section 501(c)(12) organizations.</b> Enter			
<b>a</b> Gross income from members or shareholders N/A	11a		
<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)	11b		
<b>12a Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?			
<b>b</b> If "Yes," enter the amount of tax-exempt interest received or accrued during the year N/A	12b		
<b>13 Section 501(c)(29) qualified nonprofit health insurance issuers.</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>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	13b		
<b>c</b> Enter the amount of reserves on hand	13c		
<b>14a</b> Did the organization receive any payments for indoor tanning services during the tax year?			X
<b>b</b> If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O.			

**Part VI Governance, Management, and Disclosure** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 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

☒ X

**Section A. Governing Body and Management**

	Yes	No
<b>1a</b> Enter the number of voting members of the governing body at the end of the tax year 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	59	
<b>1b</b> Enter the number of voting members included in line 1a, above, who are independent	59	
<b>2</b> 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?	X	
<b>3</b> 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?		X
<b>4</b> Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	X	
<b>5</b> Did the organization become aware during the year of a significant diversion of the organization's assets?		X
<b>6</b> Did the organization have members or stockholders?		X
<b>7a</b> 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?		X
<b>7b</b> Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		X
<b>8</b> Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
<b>a</b> The governing body?	X	
<b>b</b> Each committee with authority to act on behalf of the governing body?	X	
<b>9</b> 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		X

**Section B. Policies** (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
<b>10a</b> Did the organization have local chapters, branches, or affiliates?		X
<b>b</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?		
<b>11a</b> Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	X	
<b>b</b> Describe in Schedule O the process, if any, used by the organization to review this Form 990		
<b>12a</b> Did the organization have a written conflict of interest policy? If "No," go to line 13	X	
<b>b</b> Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	X	
<b>c</b> Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	X	
<b>13</b> Did the organization have a written whistleblower policy?	X	
<b>14</b> Did the organization have a written document retention and destruction policy?	X	
<b>15</b> 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?		
<b>a</b> The organization's CEO, Executive Director, or top management official	X	
<b>b</b> Other officers or key employees of the organization	X	
If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions)		
<b>16a</b> Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		X
<b>b</b> If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?		

**Section C. Disclosure**

**17** List the states with which a copy of this Form 990 is required to be filed **SEE SCHEDULE O**

**18** Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 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 **IRENA BARISIC & ELIZABETH GROSS - 202-797-6000**  
**1775 MASSACHUSETTS AVE, NW, WASHINGTON, DC 20036-2103**

**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, and 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 line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) DAVID M. RUBENSTEIN CO-CHAIR OF THE BOARD	4.00	X		X				0.	0.	0.
(2) JOHN L. THORNTON CO-CHAIR OF THE BOARD	4.00	X		X				0.	0.	0.
(3) GLENN H. HUTCHINS VICE CHAIR, BOARD/CAMPAIGN CHAIR	3.50	X		X				0.	0.	0.
(4) SUZANNE NORA JOHNSON VICE CHAIR, BOARD/INVESTMENT COMMITTEE	3.50	X		X				0.	0.	0.
(5) ABBY JOSEPH COHEN VICE CHAIR OF NOMINATIONS AND GOVERNANCE	3.00	X						0.	0.	0.
(6) ARTHUR R. COLLINS CHAIR, DEVELOPMENT COMMITTEE	3.00	X						0.	0.	0.
(7) BART FRIEDMAN CHAIR, AUDIT COMMITTEE	3.00	X						0.	0.	0.
(8) PETE HIGGINS CHAIR, IMPACT TASK FORCE	3.50	X						0.	0.	0.
(9) BENJAMIN R. JACOBS CHAIR FINANCE/CHAIR STRATEGIC	3.00	X						0.	0.	0.
(10) TRACY R. WOLSTENCROFT CHAIR, NOMINATIONS & GOVERNANCE COMMITTEE	3.00	X						0.	0.	0.
(11) ROBERT J. ABERNETHY TRUSTEE	2.00	X						0.	0.	0.
(12) PAUL M. ACHLEITNER TRUSTEE	2.00	X						0.	0.	0.
(13) DOMINIC BARTON TRUSTEE	2.00	X						0.	0.	0.
(14) ROBERT M. BASS TRUSTEE	2.00	X						0.	0.	0.
(15) ALAN R. BATKIN TRUSTEE	2.00	X						0.	0.	0.
(16) CRANDALL BOWLES TRUSTEE	2.00	X						0.	0.	0.
(17) HANZADE DOGAN BOYNER TRUSTEE	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 line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) PAUL L. CEJAS TRUSTEE	2.00	X						0.	0.	0.
(19) W. EDMUND CLARK TRUSTEE	2.00	X						0.	0.	0.
(20) BETSY Z. COHEN TRUSTEE	2.00	X						0.	0.	0.
(21) HOWARD COX TRUSTEE	2.00	X						0.	0.	0.
(22) SUSAN CROWN TRUSTEE	2.00	X						0.	0.	0.
(23) ARTHUR B. CULVARHOUSE JR. TRUSTEE	2.00	X						0.	0.	0.
(24) JASON CUMMINS TRUSTEE	2.00	X						0.	0.	0.
(25) ALAN M. DACHS TRUSTEE	2.00	X						0.	0.	0.
(26) FENG DENG TRUSTEE	2.00	X						0.	0.	0.
<b>1b Sub-total</b>								0.	0.	0.
<b>c Total from continuation sheets to Part VII, Section A</b>								6,150,092.	0.	1,004,877.
<b>d Total (add lines 1b and 1c)</b>								6,150,092.	0.	1,004,877.

**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 **169**

- 3** Did the organization list any **former** officer, director, or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual
- 4** For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual
- 5** Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person

	Yes	No
<b>3</b>		X
<b>4</b>	X	
<b>5</b>		X

**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
SODEXO, INC & AFFILIATES PO BOX 536922, ATLANTA, GA 30353-6922	FOOD SERVICES & CAFETERIA & FACILITIES M	1,306,660.
ALLEY INTERACTIVE, LLC, 1140 BROADWAY, SUITE 1001, NEW YORK, NY 10001	DIGITAL PUBLISHING, DESIGNERS, RESEARCH	1,026,942.
GLOBAL FAIRNESS INITIATIVE, 2122 P STREET, NW SUITE 302, WASHINGTON, DC 20037	NON-PROFIT-PROVIDE SOLUTIONS FOR A GLOBA	896,474.
CDW DIRECT, LLC P.O. BOX 75723, CHICAGO, IL 60675-5723	IT/COMPUTER HARDWARE, SOFTWARE & MAINT.	882,027.
ACCENTURE, LLP PO BOX 70629, CHICAGO, IL 60673	GLOBAL MGMT, CONSULTING & TECHNOLOGY SVC	845,006.

**2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **52**

SEE PART VII, SECTION A CONTINUATION SHEETS

Form **990** (2016)



**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 line)	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(27) PAUL DESMARAIJS JR. TRUSTEE	2.00	X						0.	0.	0.
(28) KENNETH M. DUBERSTEIN TRUSTEE	2.00	X						0.	0.	0.
(29) CHERYL COHEN EFFRON TRUSTEE	2.00	X						0.	0.	0.
(30) ALFONSO FANJUL TRUSTEE	2.00	X						0.	0.	0.
(31) ELLEN V. FUTTER TRUSTEE	2.00	X						0.	0.	0.
(32) HELENE GAYLE TRUSTEE	2.00	X						0.	0.	0.
(33) BRIAN L. GREENSPUN TRUSTEE	2.00	X						0.	0.	0.
(34) VICTOR L. HYMES TRUSTEE	2.00	X						0.	0.	0.
(35) KENNETH M. JACOBS TRUSTEE	2.00	X						0.	0.	0.
(36) PHILIP M. KNIGHT TRUSTEE	2.00	X						0.	0.	0.
(37) SARA GROOTWASSINK LEWIS TRUSTEE	2.00	X						0.	0.	0.
(38) CATHY MINEHAN TRUSTEE	2.00	X						0.	0.	0.
(39) ADITYA MITTAL TRUSTEE	2.00	X						0.	0.	0.
(40) JAMES MURREN TRUSTEE	2.00	X						0.	0.	0.
(41) LAXMAN NARASIMHAN TRUSTEE	2.00	X						0.	0.	0.
(42) BRIAN ROGERS TRUSTEE	2.00	X						0.	0.	0.
(43) NICOLE PULLEN ROSS TRUSTEE	2.00	X						0.	0.	0.
(44) JAMES ROGERS TRUSTEE	2.00	X						0.	0.	0.
(45) WILBUR ROSS TRUSTEE UNTIL 12/2016	2.00	X						0.	0.	0.
(46) VICTORIA P. SANT TRUSTEE	2.00	X						0.	0.	0.
Total to Part VII, Section A, line 1c										

**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 line)	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(47) LEONARD D. SCHAEFFER TRUSTEE	2.00	X						0.	0.	0.
(48) PETER SCHER TRUSTEE	2.00	X						0.	0.	0.
(49) NEIL SHEN TRUSTEE	2.00	X						0.	0.	0.
(50) ARNE M. SORENSON TRUSTEE	2.00	X						0.	0.	0.
(51) KRISHEN SUD TRUSTEE	2.00	X						0.	0.	0.
(52) MICHAEL L. TIPSORD TRUSTEE	2.00	X						0.	0.	0.
(53) ANDREW TISCH TRUSTEE	2.00	X						0.	0.	0.
(54) ERCUMENT TOKAT TRUSTEE	2.00	X						0.	0.	0.
(55) ANTOINE W. VAN AGTMAEL TRUSTEE	2.00	X						0.	0.	0.
(56) DAVID WEINBERG TRUSTEE	2.00	X						0.	0.	0.
(57) BEATRICE W. WELTERS TRUSTEE	2.00	X						0.	0.	0.
(58) JOHN H. WHITE JR. TRUSTEE	2.00	X						0.	0.	0.
(59) DANIEL YERGIN TRUSTEE	2.00	X						0.	0.	0.
(60) DANIEL B. ZWIRN TRUSTEE	2.00	X						0.	0.	0.
(61) N. STROBE TALBOTT PRESIDENT	40.00			X				648,311.	0.	220,193.
(62) MARTIN S. INDYK EXECUTIVE VICE PRESIDENT	40.00			X				408,946.	0.	67,421.
(63) KIMBERLY CHURCHES SECRETARY UNTIL 05/2017	40.00			X				334,260.	0.	47,547.
(64) STEVEN J. BENNETT SECRETARY FROM 06/2017, VP & COO	40.00			X				332,286.	0.	37,975.
(65) STEWART URETSKY VP, CFO, & TREASURER UNTIL 09/2016	40.00			X				260,626.	0.	46,301.
(66) IRENA BARISIC VP, CFO, & TREASURER FROM 03/2017	40.00			X				214,882.	0.	26,554.
Total to Part VII, Section A, line 1c										

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(67) DAVID PORTER	40.00			X				214,423.	0.	53,545.
ASSOC. VP, CONTROLLER & ASST. TREAS.										
(68) AMANDA MAYS	40.00			X				83,536.	0.	17,217.
ASSISTANT SECRETARY UNTIL 01/2017)										
(69) ELIZABETH GROSS	40.00			X				0.	0.	0.
ASSISTANT SECRETARY FROM 06/2017										
(70) TED GAYER	40.00				X			388,843.	0.	44,588.
VP & DIRECTOR OF ECONOMIC STUDIES										
(71) KEMAL DERVIS	40.00				X			332,202.	0.	38,271.
VP & DIRECTOR OF GLOBAL										
(72) DARRELL M. WEST	40.00				X			325,692.	0.	57,906.
VP & DIRECTOR OF GOVERNANCE STUDIES										
(73) CATHERINE A. PIEZ	40.00				X			305,004.	0.	52,203.
CHIEF INVESTMENT OFFICER										
(74) BRUCE JONES	40.00				X			297,209.	0.	35,452.
VP & DIRECTOR, FOREIGN POLICY										
(75) AMY LIU WITMER	40.00				X			286,024.	0.	34,198.
VP & DIRECTOR, METROPOLITAN POLICY										
(76) WILLIAM J. GALE	40.00					X		421,321.	0.	49,452.
SR FELLOW & DIRECTOR, TAX POLICY CEN										
(77) BRUCE J. KATZ	40.00					X		380,647.	0.	59,628.
CENTENNIAL SCHOLAR										
(78) DIANE SCHANZENBACH	40.00					X		357,225.	0.	31,800.
SR FELLOW & DIRECTOR, THE HAMILTON P										
(79) DAVID WESSEL	40.00					X		283,467.	0.	52,826.
SR FELLOW & DIRECTOR, THE HUTCHINS C										
(80) GROVER WHITEHURST	40.00					X		275,188.	0.	31,800.
SR FELLOW & BROWN CENTER DIRECTOR										
Total to Part VII, Section A, line 1c								6,150,092.		1,004,877.

**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>	1 a Federated campaigns	1a					
	b Membership dues	1b					
	c Fundraising events	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e	839,245.				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	96,004,401.				
	g Noncash contributions included in lines 1a-1f \$		481,100.				
	h <b>Total.</b> Add lines 1a-1f			96,843,646.			
<b>Program Service Revenue</b>			<b>Business Code</b>				
	2 a RESEARCH		900099	419,585.	419,585.		
	b						
	c						
	d						
	e						
	f All other program service revenue						
	g <b>Total.</b> Add lines 2a-2f			419,585.			
<b>Other Revenue</b>	3 Investment income (including dividends, interest, and other similar amounts)			3,726,411.		-456,295.	4,182,706.
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties						
	6 a Gross rents	(i) Real	(ii) Personal				
	b Less rental expenses						
	c Rental income or (loss)						
	d Net rental income or (loss)			215,449.			215,449.
	7 a Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
	b Less cost or other basis and sales expenses						
	c Gain or (loss)						
	d Net gain or (loss)			8,300,569.			8,300,569.
	8 a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18	a					
	b Less direct expenses	b					
	c Net income or (loss) from fundraising events						
	9 a Gross income from gaming activities See Part IV, line 19	a					
	b Less direct expenses	b					
	c Net income or (loss) from gaming activities						
	10 a Gross sales of inventory, less returns and allowances	a					
b Less cost of goods sold	b						
c Net income or (loss) from sales of inventory			1,111,592.	1,103,348.	8,244.		
<b>Miscellaneous Revenue</b>			<b>Business Code</b>				
11 a CAFETERIA INCOME		900099	2,167,186.			2,167,186.	
b OTHER INCOME		900099	110,128.			110,128.	
c							
d All other revenue							
e <b>Total.</b> Add lines 11a-11d			2,277,314.				
12 <b>Total revenue.</b> See instructions			112,894,566.	1,522,933.	-448,051.	14,976,038.	

**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

☒ X

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
<b>1</b> Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
<b>2</b> Grants and other assistance to domestic individuals. See Part IV, line 22	332,000.	332,000.		
<b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16	391,614.	391,614.		
<b>4</b> Benefits paid to or for members				
<b>5</b> Compensation of current officers, directors, trustees, and key employees	5,008,949.	1,934,962.	2,464,332.	609,655.
<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	36,341,721.	28,190,074.	7,187,882.	963,765.
<b>8</b> Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	4,439,718.	57,400.	4,382,318.	
<b>9</b> Other employee benefits	10,424,366.	14,219,859.	-4,478,773.	683,280.
<b>10</b> Payroll taxes	3,063,699.		3,063,699.	
<b>11</b> Fees for services (non-employees)				
<b>a</b> Management				
<b>b</b> Legal	132,191.	34,825.	97,366.	
<b>c</b> Accounting	219,914.	38,352.	181,562.	
<b>d</b> Lobbying				
<b>e</b> Professional fundraising services. See Part IV, line 17	7,875.			7,875.
<b>f</b> Investment management fees	2,360,454.		2,360,454.	
<b>g</b> Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.)	12,281,305.	10,034,368.	2,181,542.	65,395.
<b>12</b> Advertising and promotion	429,561.	390,617.	2,725.	36,219.
<b>13</b> Office expenses	1,770,976.	954,711.	743,372.	72,893.
<b>14</b> Information technology	2,908,453.	1,702,055.	1,152,561.	53,837.
<b>15</b> Royalties				
<b>16</b> Occupancy	2,899,163.	7,070,298.	-4,492,427.	321,292.
<b>17</b> Travel	2,976,522.	2,571,881.	200,894.	203,747.
<b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials	728.	728.		
<b>19</b> Conferences, conventions, and meetings	2,464,788.	2,125,286.	-197,371.	536,873.
<b>20</b> Interest	1,189,007.		1,189,007.	
<b>21</b> Payments to affiliates				
<b>22</b> Depreciation, depletion, and amortization	4,978,233.	347,939.	4,630,294.	
<b>23</b> Insurance	361,172.	14,669.	346,503.	
<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> OTHER DIRECT COSTS	3,207,702.	956,135.	2,219,146.	32,421.
<b>b</b> PUBLISHING	1,007,255.	990,132.	7,701.	9,422.
<b>c</b> REPAIR/MAINTENANCE	489,871.	41,099.	447,733.	1,039.
<b>d</b> BAD DEBT	343,649.	92,315.	251,334.	
<b>e</b> All other expenses	28,426.		28,426.	
<b>25</b> Total functional expenses. Add lines 1 through 24e	100,059,312.	72,491,319.	23,970,280.	3,597,713.
<b>26</b> Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

Check here ☐ if following SOP 98-2 (ASC 958-720)

**Part X Balance Sheet**Check if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
<b>Assets</b>	<b>1</b> Cash - non-interest-bearing	17,416,654.	<b>1</b>	20,812,912.
	<b>2</b> Savings and temporary cash investments	30,205,702.	<b>2</b>	29,612,697.
	<b>3</b> Pledges and grants receivable, net	81,210,179.	<b>3</b>	94,966,119.
	<b>4</b> Accounts receivable, net	643,875.	<b>4</b>	1,897,545.
	<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 instr) Complete Part II of Sch L		<b>6</b>	
	<b>7</b> Notes and loans receivable, net		<b>7</b>	
	<b>8</b> Inventories for sale or use	222,366.	<b>8</b>	255,785.
	<b>9</b> Prepaid expenses and deferred charges	1,447,357.	<b>9</b>	1,766,825.
	<b>10a</b> Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10a 84,957,713.		
	<b>b</b> Less accumulated depreciation	10b 50,033,377.		
	<b>11</b> Investments - publicly traded securities	37,315,449.	<b>10c</b>	34,924,336.
	<b>12</b> Investments - other securities See Part IV, line 11	62,815,691.	<b>11</b>	71,426,597.
	<b>13</b> Investments - program-related See Part IV, line 11	240,455,332.	<b>12</b>	268,282,217.
	<b>14</b> Intangible assets		<b>13</b>	
	<b>15</b> Other assets See Part IV, line 11	2,682,320.	<b>14</b>	
<b>16</b> <b>Total assets.</b> Add lines 1 through 15 (must equal line 34)	474,414,925.	<b>15</b>	1,266,236.	
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses	8,675,895.	<b>16</b>	525,211,269.
	<b>18</b> Grants payable		<b>17</b>	7,826,011.
	<b>19</b> Deferred revenue	79,160.	<b>18</b>	
	<b>20</b> Tax-exempt bond liabilities	47,620,104.	<b>19</b>	230,902.
	<b>21</b> Escrow or custodial account liability Complete Part IV of Schedule D		<b>20</b>	46,882,619.
	<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		<b>21</b>	
	<b>23</b> Secured mortgages and notes payable to unrelated third parties		<b>22</b>	
	<b>24</b> Unsecured notes and loans payable to unrelated third parties		<b>23</b>	
	<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	3,752,629.	<b>24</b>	
	<b>26</b> <b>Total liabilities.</b> Add lines 17 through 25	60,127,788.	<b>25</b>	3,789,729.
<b>Net Assets or Fund Balances</b>	<b>27</b> <b>Organizations that follow SFAS 117 (ASC 958), check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27 through 29, and lines 33 and 34.</b>		<b>26</b>	58,729,261.
	<b>28</b> Unrestricted net assets	192,251,524.	<b>27</b>	217,934,397.
	<b>29</b> Temporarily restricted net assets	137,764,888.	<b>28</b>	159,854,775.
	<b>30</b> Permanently restricted net assets	84,270,725.	<b>29</b>	88,692,836.
	<b>31</b> <b>Organizations that do not follow SFAS 117 (ASC 958), check here</b> <input type="checkbox"/> <b>and complete lines 30 through 34.</b>		<b>30</b>	
	<b>32</b> Capital stock or trust principal, or current funds		<b>31</b>	
	<b>33</b> Paid-in or capital surplus, or land, building, or equipment fund		<b>32</b>	
	<b>34</b> Retained earnings, endowment, accumulated income, or other funds	414,287,137.	<b>33</b>	466,482,008.
	<b>35</b> <b>Total net assets or fund balances</b>	474,414,925.	<b>34</b>	525,211,269.
	<b>36</b> <b>Total liabilities and net assets/fund balances</b>			

Form 990 (2016)

**Part XI Reconciliation of Net Assets**

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

☒

<b>1</b>	Total revenue (must equal Part VIII, column (A), line 12)	<b>1</b>	112,894,566.
<b>2</b>	Total expenses (must equal Part IX, column (A), line 25)	<b>2</b>	100,059,312.
<b>3</b>	Revenue less expenses Subtract line 2 from line 1	<b>3</b>	12,835,254.
<b>4</b>	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	<b>4</b>	414,287,137.
<b>5</b>	Net unrealized gains (losses) on investments	<b>5</b>	38,834,851.
<b>6</b>	Donated services and use of facilities	<b>6</b>	
<b>7</b>	Investment expenses	<b>7</b>	
<b>8</b>	Prior period adjustments	<b>8</b>	
<b>9</b>	Other changes in net assets or fund balances (explain in Schedule O)	<b>9</b>	524,766.
<b>10</b>	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	<b>10</b>	466,482,008.

**Part XII Financial Statements and Reporting**

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

☐

	Yes	No
<b>1</b> Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O		
<b>2a</b> 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 <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		X
<b>2b</b> 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 <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	X	
<b>2c</b> 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	X	
<b>3a</b> 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?	X	
<b>3b</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	X	

Form **990** (2016)

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

Department of the Treasury  
Internal Revenue Service

**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.  
▶ Attach to Form 990 or Form 990-EZ.

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

OMB No 1545-0047

**2016**

**Open to Public  
Inspection**

Name of the organization

THE BROOKINGS INSTITUTION

Employer identification number

53-0196577

**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 12, 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 agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university \_\_\_\_\_
- 10 ☐ 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.)
- 11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12 ☐ 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 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
- 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 1-10 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) 2012	(b) 2013	(c) 2014	(d) 2015	(e) 2016	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")	80,276,594.	89,488,748.	76,694,383.	90,539,102.	96,843,646.	433,842,473.
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	80,276,594.	89,488,748.	76,694,383.	90,539,102.	96,843,646.	433,842,473.
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)						24,641,353.
6 <b>Public support.</b> Subtract line 5 from line 4						409,201,120.

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2012	(b) 2013	(c) 2014	(d) 2015	(e) 2016	(f) Total
7 Amounts from line 4	80,276,594.	89,488,748.	76,694,383.	90,539,102.	96,843,646.	433,842,473.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	7,056,159.	3,244,431.	14,398,796.	3,589,797.	4,282,665.	32,571,848.
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.)	2,141,934.	2,039,560.	2,466,504.	2,499,517.	2,277,314.	11,424,829.
11 <b>Total support.</b> Add lines 7 through 10						477,839,150.
12 Gross receipts from related activities, etc. (see instructions)					12	8,047,449.
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> ► <input type="checkbox"/>						

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

14 Public support percentage for 2016 (line 6, column (f) divided by line 11, column (f))	14	85.64	%
15 Public support percentage from 2015 Schedule A, Part II, line 14	15	89.45	%
16a <b>33 1/3% support test - 2016.</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 ► <input checked="" type="checkbox"/>			
b <b>33 1/3% support test - 2015.</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 ► <input type="checkbox"/>			
17a <b>10% -facts-and-circumstances test - 2016.</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 ► <input type="checkbox"/>			
b <b>10% -facts-and-circumstances test - 2015.</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 ► <input type="checkbox"/>			
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 ► <input type="checkbox"/>			

**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 10 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) 2012	(b) 2013	(c) 2014	(d) 2015	(e) 2016	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")						
<b>2</b> 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						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge						
<b>6</b> <b>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</b> <b>Public support.</b> (Subtract line 7c from line 6)						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2012	(b) 2013	(c) 2014	(d) 2015	(e) 2016	(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</b> <b>Total support.</b> (Add lines 9, 10c, 11, and 12)						
<b>14</b> <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> <span style="float: right;">► <input type="checkbox"/></span>						

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

<b>15</b> Public support percentage for 2016 (line 8, column (f) divided by line 13, column (f))	<b>15</b>	%
<b>16</b> Public support percentage from 2015 Schedule A, Part III, line 15	<b>16</b>	%

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

<b>17</b> Investment income percentage for 2016 (line 10c, column (f) divided by line 13, column (f))	<b>17</b>	%
<b>18</b> Investment income percentage from 2015 Schedule A, Part III, line 17	<b>18</b>	%

**19a 33 1/3% support tests - 2016.** 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 - 2015.** 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 in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d 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.
- 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 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 12a or 12b in Part I, answer (b) and (c) below.
- 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.
- 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 **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 (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) 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.
- 7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).
- 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 I of Schedule L (Form 990 or 990-EZ).
- 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 Did one or more disqualified persons (as defined in line 9a) 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 9a) 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.
- 10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer 10b 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.)

	Yes	No
1		
2		
3a		
3b		
3c		
4a		
4b		
4c		
5a		
5b		
5c		
6		
7		
8		
9a		
9b		
9c		
10a		
10b		

**Part IV Supporting Organizations** (continued)

- 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 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.

	Yes	No
11a		
11b		
11c		

**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, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) 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.
- 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.

**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
2a		
2b		
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 (explain in Part VI.) **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	<b>Adjusted Net Income</b> (subtract lines 5, 6, and 7 from line 4)	8	
Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year)		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	<b>Total</b> (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (explain in detail in Part VI)		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions)	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035	6	
7	Recoveries of prior-year distributions	7	
8	<b>Minimum Asset Amount</b> (add line 7 to line 6)	8	
Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3	4	
5	Income tax imposed in prior year	5	
6	<b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions)		

Schedule A (Form 990 or 990-EZ) 2016

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

Section D - Distributions	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in Part VI) See instructions	
7 Total annual distributions. Add lines 1 through 6	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI) See instructions	
9 Distributable amount for 2016 from Section C, line 6	
10 Line 8 amount divided by Line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2016	(iii) Distributable Amount for 2016
1 Distributable amount for 2016 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2016 (reasonable cause required- explain in Part VI) See instructions			
3 Excess distributions carryover, if any, to 2016			
a			
b			
c From 2013			
d From 2014			
e From 2015			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2016 distributable amount			
i Carryover from 2011 not applied (see instructions)			
j Remainder Subtract lines 3g, 3h, and 3i from 3f			
4 Distributions for 2016 from Section D, line 7 \$			
a Applied to underdistributions of prior years			
b Applied to 2016 distributable amount			
c Remainder Subtract lines 4a and 4b from 4			
5 Remaining underdistributions for years prior to 2016, if any Subtract lines 3g and 4a from line 2 For result greater than zero, explain in Part VI See instructions			
6 Remaining underdistributions for 2016 Subtract lines 3h and 4b from line 1 For result greater than zero, explain in Part VI See instructions			
7 Excess distributions carryover to 2017. Add lines 3j and 4c			
8 Breakdown of line 7			
a			
b Excess from 2013			
c Excess from 2014			
d Excess from 2015			
e Excess from 2016			

Schedule A (Form 990 or 990-EZ) 2016

**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)

## SCHEDULE A, PART II, LINE 10, EXPLANATION FOR OTHER INCOME:

## CAFETERIA

2012 AMOUNT: \$ 2,081,207.

2013 AMOUNT: \$ 1,993,592.

2014 AMOUNT: \$ 2,280,852.

2015 AMOUNT: \$ 2,332,134.

2016 AMOUNT: \$ 2,167,186.

## OTHER INCOME

2012 AMOUNT: \$ 60,727.

2013 AMOUNT: \$ 45,968.

2014 AMOUNT: \$ 185,652.

2015 AMOUNT: \$ 167,383.

2016 AMOUNT: \$ 110,128.

**SCHEDULE D**  
**(Form 990)**Department of the Treasury  
Internal Revenue Service**Supplemental Financial Statements**▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.**  
▶ **Attach to Form 990.**▶ **Information about Schedule D (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).**

OMB No 1545-0047

**2016****Open to Public Inspection**

Name of the organization

THE BROOKINGS INSTITUTION

Employer identification number

53-0196577

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

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year	3	
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)	1,100,000.	
4 Aggregate value at end of year	852,695.	
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?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> 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?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> 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)

<input type="checkbox"/> Preservation of land for public use (e.g., recreation or education)	<input type="checkbox"/> Preservation of a historically important land area
<input type="checkbox"/> Protection of natural habitat	<input type="checkbox"/> Preservation of a certified historic structure
<input type="checkbox"/> Preservation of open space	

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

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

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ \_\_\_\_\_

4 Number of states where property subject to conservation easement is located ▶ \_\_\_\_\_

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \_\_\_\_\_

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$ \_\_\_\_\_

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 8

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenue included on Form 990, Part VIII, line 1	▶ \$ _____
(ii) Assets included in Form 990, Part X	▶ \$ 224,418.

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	▶ \$ _____

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule D (Form 990) 2016



**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 exhibitiond ☐ Loan or exchange programsb ☐ Scholarly researche ☐ 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

c Beginning balance

d Additions during the year

e Distributions during the year

f Ending balance

	Amount
1c	
1d	
1e	
1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?

☐ Yes☐ No

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

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

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

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a	417,895,359.	425,725,267.	441,281,539.	404,469,002.	381,988,094.
b	18,324,115.	7,474,568.	66,444,006.	6,136,117.	3,773,990.
c	48,993,345.	961,390.	11,159,614.	45,195,854.	32,490,567.
d					
e	15,341,592.	15,098,080.	92,011,199.	13,463,737.	12,995,750.
f	1,348,569.	1,167,786.	1,148,693.	1,055,697.	787,899.
g	468,522,658.	417,895,359.	425,725,267.	441,281,539.	404,469,002.

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

a Board designated or quasi-endowment ☐ 46.95 %b Permanent endowment ☐ 18.93 %c Temporarily restricted endowment ☐ 34.12 %

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

(ii) related organizations

	Yes	No
3a(i)		X
3a(ii)		X
3b		

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

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" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		4,155,620.		4,155,620.
b Buildings		53,573,730.	29,054,513.	24,519,217.
c Leasehold improvements				
d Equipment		21,294,396.	15,854,918.	5,439,478.
e Other		5,933,967.	5,123,946.	810,021.
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				34,924,336.

**Part VII Investments - Other Securities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b See Form 990, Part X, line 12

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests	268,282,217.	END-OF-YEAR MARKET VALUE
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
<b>Total.</b> (Col. (b) must equal Form 990, Part X, col. (B) line 12.)	268,282,217.	

**Part VIII Investments - Program Related.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c See Form 990, Part X, line 13

(a) Description of investment	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
<b>Total.</b> (Col. (b) must equal Form 990, Part X, col. (B) line 13.)		

**Part IX Other Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d See Form 990, Part X, line 15

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 15.)	

**Part X Other Liabilities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f See Form 990, Part X, line 25

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) ACCRUED POST-RETIREMENT BENEFIT OBLIGATION	1,421,000.
(3) DEFERRED RENT EXPENSE PAYABLE	1,102,080.
(4) DEFERRED COMPENSATION	1,266,649.
(5)	
(6)	
(7)	
(8)	
(9)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.)	3,789,729.

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

**Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.**

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

1	Total revenue, gains, and other support per audited financial statements		1	149,797,391.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12			
a	Net unrealized gains (losses) on investments	2a	38,834,851.	
b	Donated services and use of facilities	2b		
c	Recoveries of prior year grants	2c		
d	Other (Describe in Part XIII)	2d	171,850.	
e	Add lines 2a through 2d	2e		39,006,701.
3	Subtract line 2e from line 1	3		110,790,690.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	2,716,732.	
b	Other (Describe in Part XIII)	4b	-612,856.	
c	Add lines 4a and 4b	4c		2,103,876.
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5		112,894,566.

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

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

1	Total expenses and losses per audited financial statements		1	97,985,321.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25			
a	Donated services and use of facilities	2a		
b	Prior year adjustments	2b		
c	Other losses	2c		
d	Other (Describe in Part XIII)	2d	642,741.	
e	Add lines 2a through 2d	2e		642,741.
3	Subtract line 2e from line 1	3		97,342,580.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	2,716,732.	
b	Other (Describe in Part XIII)	4b		
c	Add lines 4a and 4b	4c		2,716,732.
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5		100,059,312.

**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.

**PART III, LINE 4:**

BROOKINGS PHOTOGRAPHY COLLECTION WAS DONATED TO ENHANCE THE FACILITIES

WHERE BROOKINGS SCHOLARS MEET WITH OTHER KEY PEOPLE IN THE PUBLIC POLICY

WORLD. THIS CONTRIBUTES TO AN ATMOSPHERE THAT PROMOTES CONVERSATION AND

INTERACTION. ADDITION IS THE PORTRAIT PAINTING OF BROOKINGS CURRENT

PRESIDENT.

**PART V, LINE 4:**

BROOKINGS CAREFULLY BALANCES ITS FUNDING TO RESPOND TO CURRENT POLICY

ISSUES AS WELL AS UNDERTAKE LONG-TERM RESEARCH PROJECTS. AS NEW

CHALLENGES EMERGE, THE ENDOWMENT IS USED TO MAKE NEW RESEARCH PROJECTS

POSSIBLE, SUPPORTING CORE ADMINISTRATIVE COSTS, AS WELL AS, SCHOLAR-DRIVEN

**Part XIII** Supplemental Information (continued)

RESEARCH.

PART X, LINE 2:

BROOKINGS IS EXEMPT FROM FEDERAL INCOME TAXES ON ITS EXEMPT ACTIVITIES

UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE (THE CODE) AND HAS

BEEN DESIGNATED BY THE INTERNAL REVENUE SERVICE AS A PUBLICLY SUPPORTED

ORGANIZATION UNDER SECTION 509(A)(1) OF THE CODE. BROOKINGS ENGAGES IN

CERTAIN ACTIVITIES THAT PRODUCE UNRELATED BUSINESS INCOME, AS DEFINED BY

FEDERAL INCOME TAX REGULATIONS.

WHEN TAX RETURNS ARE FILED, IT IS HIGHLY CERTAIN THAT SOME POSITIONS TAKEN

WOULD BE SUSTAINED UPON EXAMINATION BY THE TAXING AUTHORITIES, WHILE

OTHERS ARE SUBJECT TO UNCERTAINTY ABOUT THE MERITS OF THE POSITION TAKEN

OR THE AMOUNT OF THE POSITION THAT WOULD BE ULTIMATELY SUSTAINED. THE

BENEFIT OF A TAX POSITION IS RECOGNIZED IN THE FINANCIAL STATEMENTS IN THE

PERIOD DURING WHICH, BASED ON ALL AVAILABLE EVIDENCE, MANAGEMENT BELIEVES

IT IS MORE LIKELY THAN NOT THAT THE POSITION WILL BE SUSTAINED UPON

EXAMINATION, INCLUDING THE RESOLUTION OF APPEALS OR LITIGATION PROCESSES,

IF ANY. TAX POSITIONS TAKEN ARE NOT OFFSET OR AGGREGATED WITH OTHER

POSITIONS. TAX POSITIONS THAT MEET THE MORE LIKELY THAN NOT RECOGNITION

THRESHOLD ARE MEASURED AS THE LARGEST AMOUNT OF TAX BENEFIT THAT IS MORE

THAN 50% LIKELY OF BEING REALIZED UPON SETTLEMENT WITH THE APPLICABLE

TAXING AUTHORITY. THE PORTION OF THE BENEFITS ASSOCIATED WITH TAX

POSITIONS TAKEN THAT EXCEEDS THE AMOUNT MEASURED AS DESCRIBED ABOVE IS

REFLECTED AS A LIABILITY FOR UNRECOGNIZED TAX BENEFITS IN THE ACCOMPANYING

BALANCE SHEET, ALONG WITH ANY ASSOCIATED INTEREST AND PENALTIES THAT WOULD

BE PAYABLE TO THE TAXING AUTHORITIES UPON EXAMINATION.

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

BROOKINGS FILES INCOME TAX RETURNS IN THE U.S. FEDERAL JURISDICTION, AS OF

JUNE 30, 2017, AND FOR THE YEAR THEN ENDED, THERE WERE NO MATERIAL

UNRECOGNIZED/DERECOGNIZED TAX BENEFITS OR TAX PENALTIES OR INTEREST.

GENERALLY, BROOKINGS IS NO LONGER SUBJECT TO U.S. FEDERAL INCOME TAX

EXAMINATIONS BY TAX AUTHORITIES FOR YEARS BEFORE 2013.

PART XI, LINE 2D - OTHER ADJUSTMENTS:

GAIN/(LOSS) ON FOREIGN CURRENCY EXCHANGE	171,850.
--	----------

PART XI, LINE 4B - OTHER ADJUSTMENTS:

COST OF GOODS SOLD REPORTED ON LINE 10B	-612,856.
---	-----------

PART XII, LINE 2D - OTHER ADJUSTMENTS:

AFFILIATE EXPENSES INCLUDED ON THE CONSOLIDATED FINANCIAL

STATEMENT	29,885.
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COST OF GOODS SOLD REPORTED ON LINE 10B	612,856.
---	----------

TOTAL TO SCHEDULE D, PART XII, LINE 2D	642,741.
--	----------

**SCHEDULE F**  
**(Form 990)**Department of the Treasury  
Internal Revenue Service**Statement of Activities Outside the United States**

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

▶ Attach to Form 990.

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

OMB No 1545-0047

**2016****Open to Public  
Inspection**

Name of the organization

THE BROOKINGS INSTITUTION

Employer identification number

53-0196577

**Part I General Information on Activities Outside the United States.** Complete if the organization answered "Yes" on

Form 990, Part IV, line 14b

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

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

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

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in the region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region	(f) Total expenditures for and investments in the region
EAST ASIA AND THE PACIFIC	1	6	PROGRAM SERVICES, FUNDRAISING ACTIVITIES, MAINTAINING OFFICES	PUBLIC POLICY RESEARCH	397,177.
MIDDLE EAST AND NORTH AFRICA	1	13	PROGRAM SERVICES, FUNDRAISING ACTIVITIES, MAINTAINING OFFICES	PUBLIC POLICY RESEARCH	3,375,582.
SOUTH ASIA	1	18	PROGRAM SERVICES, FUNDRAISING ACTIVITIES, MAINTAINING OFFICES	PUBLIC POLICY RESEARCH	1,155,383.
EAST ASIA AND THE PACIFIC	0	0	GRANT TO RECIPIENTS LOCATED IN REGION		171,727.
MIDDLE EAST AND NORTH AFRICA	0	0	GRANT TO RECIPIENTS LOCATED IN REGION		219,887.
<b>3 a Sub-total</b>	3	37			5,319,756.
<b>b Total from continuation sheets to Part I</b>	0	0			0.
<b>c Totals (add lines 3a and 3b)</b>	3	37			5,319,756.

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule F (Form 990) 2016

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

1 (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of noncash assistance	(h) Description of noncash assistance	(i) Method of valuation (book, FMV, appraisal, other)
		EAST ASIA AND THE PACIFIC	PROGRAM SERVICES	171,727.	WIRE TRANSFER	0.		

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

3 Enter total number of other organizations or entities

1

Schedule F (Form 990) 2016





**Part IV Foreign Forms**

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

Schedule F (Form 990) 2016

**Part V** Supplemental Information

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

PART I, LINE 2:

THE BROOKINGS INSTITUTION MAINTAINS RECORDS OF HOW GRANT FUNDS ARE USED

AND VERIFIES THROUGH REGULAR REPORTS AND COMMUNICATIONS THAT GRANTS ARE

USED IN A WAY CONSISTENT WITH THEIR ORIGINAL PURPOSE.

SCHEDULE I  
(Form 990)

Department of the Treasury  
Internal Revenue Service

**Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States**  
Complete if the organization answered "Yes" 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).

OMB No 1545-0047

**2016**

Open to Public  
Inspection

Name of the organization

THE BROOKINGS INSTITUTION

Employer identification number

53-0196577

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

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

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

**Part II** Grants and Other Assistance to 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.

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

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

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

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) (2016)

**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.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
FELLOWSHIP STIPENDS	12	332,000.	0.		

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

BROOKINGS DOES NOT ISSUE GRANTS TO OTHER ORGANIZATIONS. BROOKINGS DOES

ISSUE FELLOWSHIP STIPENDS TO INDIVIDUALS. THESE DISBURSEMENTS ARE

MONITORED AS THE INDIVIDUALS ARE GENERALLY RESIDENTS AT BROOKINGS AND THEIR

WORK IS SUPERVISED BY THEIR BROOKINGS ADVISOR.

**SCHEDULE J  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Compensation Information**

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 23.**

▶ **Attach to Form 990.**

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

OMB No 1545-0047

**2016**

**Open to Public  
Inspection**

Name of the organization

THE BROOKINGS INSTITUTION

Employer identification number

53-0196577

**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 (such as, maid, chauffeur, chef) |

**b** If any of the boxes on 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.

**2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

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

**4** During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

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

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

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

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

**Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.**

**5** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

**a** The organization?

**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:

**a** The organization?

**b** Any related organization?

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

**7** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III.

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

	Yes	No
<b>1b</b>		
<b>2</b>		
<b>4a</b>		X
<b>4b</b>	X	
<b>4c</b>		X
<b>5a</b>		X
<b>5b</b>		X
<b>6a</b>		X
<b>6b</b>		X
<b>7</b>	X	
<b>8</b>		X
<b>9</b>		

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2016

**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 aren't 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) N. STROBE TALBOTT PRESIDENT	(i)	583,416.	40,530.	24,365.	197,600.	23,455.	869,366.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(2) MARTIN S. INDYK EXECUTIVE VICE PRESIDENT	(i)	387,041.	20,000.	1,905.	47,498.	23,506.	479,950.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(3) KIMBERLY CHURCHES SECRETARY UNTIL 05/2017	(i)	318,035.	16,000.	225.	38,729.	12,620.	385,609.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(4) STEVEN J. BENNETT SECRETARY FROM 06/2017, VP & COO	(i)	316,561.	15,500.	225.	37,975.	862.	371,123.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(5) STEWART URETSKY VP, CFO, & TREASURER UNTIL 09/2016	(i)	244,457.	16,000.	169.	27,987.	20,965.	309,578.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(6) IRENA BARISIC VP, CFO, & TREASURER FROM 03/2017	(i)	208,747.	6,000.	135.	25,458.	5,500.	245,840.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(7) DAVID PORTER ASSOC. VP, CONTROLLER & ASST. TREAS.	(i)	207,778.	6,000.	645.	26,577.	31,087.	272,087.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(8) TED GAYER VP & DIRECTOR OF ECONOMIC STUDIES	(i)	363,843.	25,000.	0.	44,588.	8,582.	442,013.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(9) KEMAL DERVIS VP & DIRECTOR OF GLOBAL	(i)	316,202.	16,000.	0.	38,271.	3,582.	374,055.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(10) DARRELL M. WEST VP & DIRECTOR OF GOVERNANCE STUDIES	(i)	309,202.	15,500.	990.	37,863.	20,905.	384,460.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(11) CATHERINE A. PIEZ CHIEF INVESTMENT OFFICER	(i)	295,147.	5,000.	4,857.	31,800.	21,932.	358,736.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(12) BRUCE JONES VP & DIRECTOR, FOREIGN POLICY	(i)	282,984.	14,000.	225.	33,860.	4,515.	335,584.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(13) AMY LIU WITMER VP & DIRECTOR, METROPOLITAN POLICY	(i)	285,799.	0.	225.	34,198.	862.	321,084.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(14) WILLIAM J. GALE SR FELLOW & DIRECTOR, TAX POLICY CEN	(i)	379,358.	26,700.	15,263.	31,800.	18,894.	472,015.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(15) BRUCE J. KATZ CENTENNIAL SCHOLAR	(i)	350,710.	18,000.	11,937.	31,800.	31,410.	443,857.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(16) DIANE SCHANZENBACH SR FELLOW & DIRECTOR, THE HAMILTON F	(i)	329,197.	23,383.	4,645.	31,800.	1,267.	390,292.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.

Schedule J (Form 990) 2016



**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.

**PART I, LINE 4B**

STROBE TALBOTT PARTICIPATES IN A NONQUALIFIED RETIREMENT PLAN UNDER IRC

457(F). PLAN PARTICIPATION IS EXPECTED TO LAST UNTIL 06/30/2018.

**PART I, LINE 7**

BONUSES ARE DISCRETIONARY AND ARE BASED ON INSTITUTIONAL AFFORDABILITY, AS

DETERMINED ANNUALLY BY THE PRESIDENT.



**SCHEDULE K**  
**(Form 990)**  
Department of the Treasury  
Internal Revenue Service

**Supplemental Information on Tax-Exempt Bonds**

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 24a. Provide descriptions, explanations, and any additional information in Part VI.

▶ Attach to Form 990 ▶ Information about Schedule K (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2016**  
**Open to Public**  
**Inspection**

Name of the organization

THE BROOKINGS INSTITUTION

Employer identification number

53-0196577

**Part I Bond Issues**

(a) Issuer name	(b) Issuer EIN	(c) CUSIP #	(d) Date issued	(e) Issue price	(f) Description of purpose	(g) Defeased		(h) On behalf of issuer		(i) Pooled financing	
						Yes	No	Yes	No	Yes	No
DISTRICT OF COLUMBIA, VARIABLE RATE A REVENUE BONDS SERIES 2015	53-6001131	NONE	01/30/15	48,575,000.	REFUNDING FOR 2009 SERIES BOND		X		X		X
B											
C											
D											

**Part II Proceeds**

	A		B		C		D	
1. Amount of bonds retired	1,692,381.							
2. Amount of bonds legally defeased								
3. Total proceeds of issue	48,575,000.							
4. Gross proceeds in reserve funds								
5. Capitalized interest from proceeds								
6. Proceeds in refunding escrows	48,168,580.							
7. Issuance costs from proceeds	406,420.							
8. Credit enhancement from proceeds								
9. Working capital expenditures from proceeds								
10. Capital expenditures from proceeds								
11. Other spent proceeds								
12. Other unspent proceeds								
13. Year of substantial completion								
	Yes	No	Yes	No	Yes	No	Yes	No
14. Were the bonds issued as part of a current refunding issue?		X						
15. Were the bonds issued as part of an advance refunding issue?	X							
16. Has the final allocation of proceeds been made?	X							
17. Does the organization maintain adequate books and records to support the final allocation of proceeds?	X							

**Part III Private Business Use**

	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
1. Was the organization a partner in a partnership, or a member of an LLC, which owned property financed by tax exempt bonds?		X						
2. Are there any lease arrangements that may result in private business use of bond financed property?	X							

**Part III Private Business Use (Continued)**

	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
<b>3a</b> Are there any management or service contracts that may result in private business use of bond-financed property?	X							
<b>b</b> If "Yes" to line 3a, does the organization routinely engage bond counsel or other outside counsel to review any management or service contracts relating to the financed property?	X							
<b>c</b> Are there any research agreements that may result in private business use of bond-financed property?		X						
<b>d</b> If "Yes" to line 3c, does the organization routinely engage bond counsel or other outside counsel to review any research agreements relating to the financed property?								
<b>4</b> Enter the percentage of financed property used in a private business use by entities other than a section 501(c)(3) organization or a state or local government		.00 %		%		%		%
<b>5</b> Enter the percentage of financed property used in a private business use as a result of unrelated trade or business activity carried on by your organization, another section 501(c)(3) organization, or a state or local government		.00 %		%		%		%
<b>6</b> Total of lines 4 and 5		.00 %		%		%		%
<b>7</b> Does the bond issue meet the private security or payment test?		X						
<b>8a</b> Has there been a sale or disposition of any of the bond-financed property to a non-governmental person other than a 501(c)(3) organization since the bonds were issued?		X						
<b>b</b> If "Yes" to line 8a, enter the percentage of bond-financed property sold or disposed of		%		%		%		%
<b>c</b> If "Yes" to line 8a, was any remedial action taken pursuant to Regulations sections 1.141-12 and 1.145-2?								
<b>9</b> Has the organization established written procedures to ensure that all nonqualified bonds of the issue are remediated in accordance with the requirements under Regulations sections 1.141-12 and 1.145-2?	X							

**Part IV Arbitrage**

	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
<b>1</b> Has the issuer filed Form 8038-T, Arbitrage Rebate, Yield Reduction and Penalty in Lieu of Arbitrage Rebate?		X						
<b>2</b> If "No" to line 1, did the following apply?								
<b>a</b> Rebate not due yet?	X							
<b>b</b> Exception to rebate?		X						
<b>c</b> No rebate due?		X						
If "Yes" to line 2c, provide in Part VI the date the rebate computation was performed								
<b>3</b> Is the bond issue a variable rate issue?	X							
<b>4a</b> Has the organization or the governmental issuer entered into a qualified hedge with respect to the bond issue?		X						
<b>b</b> Name of provider								
<b>c</b> Term of hedge								
<b>d</b> Was the hedge superintegrated?								
<b>e</b> Was the hedge terminated?								

**Part IV** Arbitrage (Continued)

	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
5a Were gross proceeds invested in a guaranteed investment contract (GIC)?		X						
b Name of provider								
c Term of GIC								
d Was the regulatory safe harbor for establishing the fair market value of the GIC satisfied?								
6 Were any gross proceeds invested beyond an available temporary period?		X						
7 Has the organization established written procedures to monitor the requirements of section 148?	X							

**Part V** Procedures To Undertake Corrective Action

	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
Has the organization established written procedures to ensure that violations of federal tax requirements are timely identified and corrected through the voluntary closing agreement program if self remediation isn't available under applicable regulations?								
	X							

**Part VI** Supplemental Information Provide additional information for responses to questions on Schedule K. See instructions.

SCHEDULE K PART VI SUPPLEMENTAL INFORMATION PART II LINE 13

THE PROCEEDS WERE USED BY THE BROOKINGS INSTITUTION TO REFUND 2009

REVENUE BONDS. THE CAPITAL IMPROVEMENTS FINANCED BY THE 2009 REVENUE

BONDS WERE SUBSTANTIALLY COMPLETED IN 2011.

**SCHEDULE M**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Noncash Contributions**

OMB No 1545-0047

**2016**

**Open To Public  
Inspection**

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

▶ **Attach to Form 990.**

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

Name of the organization

THE BROOKINGS INSTITUTION

Employer identification number

53-0196577

**Part I** **Types of Property**

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art - Works of art				
2 Art - Historical treasures				
3 Art - Fractional interests				
4 Books and publications				
5 Clothing and household goods				
6 Cars and other vehicles				
7 Boats and planes				
8 Intellectual property				
9 Securities - Publicly traded	X	16	481,100. FMV	
10 Securities - Closely held stock				
11 Securities - Partnership, LLC, or trust interests				
12 Securities - Miscellaneous				
13 Qualified conservation contribution - Historic structures				
14 Qualified conservation contribution - Other				
15 Real estate - Residential				
16 Real estate - Commercial				
17 Real estate - Other				
18 Collectibles				
19 Food inventory				
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other ▶ ( )				
26 Other ▶ ( )				
27 Other ▶ ( )				
28 Other ▶ ( )				

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

29

30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it  
must hold for at least three years from the date of the initial contribution, and which isn't required to be used for  
exempt purposes for the entire holding period?

b If "Yes," describe the arrangement in Part II

31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?

32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash  
contributions?

b If "Yes," describe in Part II

33 If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked,  
describe in Part II

	Yes	No
30a		X
31	X	
32a		X
33		

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule M (Form 990) (2016)

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

**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).

OMB No 1545-0047

**2016**

Open to Public  
Inspection

Name of the organization

THE BROOKINGS INSTITUTION

Employer identification number

53-0196577

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

TO CONDUCT IN-DEPTH RESEARCH THAT LEADS TO NEW IDEAS FOR SOLVING

PROBLEMS FACING SOCIETY AT THE LOCAL, NATIONAL AND GLOBAL LEVEL.

FORM 990, PART III, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

THE BROOKINGS INSTITUTION (BROOKINGS) IS A NONPROFIT PUBLIC POLICY

ORGANIZATION THAT CONDUCTS IN-DEPTH, INDEPENDENT RESEARCH WITH THE GOAL

OF IMPROVING GOVERNANCE AND SOLVING PROBLEMS FACING SOCIETY AT THE

LOCAL, NATIONAL AND GLOBAL LEVEL. BROOKINGS ACHIEVES IMPACT BY

PROVIDING POLICY ANALYSIS AND RECOMMENDATIONS ON PRESSING POLICY

CHALLENGES, WHICH ARE DISSEMINATED THROUGH REPORTS, BOOKS, MEDIA

APPEARANCES, OP-EDS, BLOG POSTS, CONGRESSIONAL TESTIMONY, PUBLIC AND

PRIVATE EVENTS, AND OPINION PIECES POSTED ON BROOKINGS'S WEBSITE, AS

WELL AS BRIEFINGS FOR POLICYMAKERS AND THEIR STAFFS. HEADQUARTERED IN

WASHINGTON, DC, BROOKINGS IS ORGANIZED INTO FIVE RESEARCH PROGRAMS THAT

FOCUS ON DOMESTIC AND INTERNATIONAL ECONOMICS, FOREIGN POLICY,

INTERNATIONAL DEVELOPMENT, GOVERNANCE, AND METROPOLITAN POLICY.

BROOKINGS HAS OVERSEAS CENTERS IN QATAR, CHINA, AND INDIA. IN 2016,

BROOKINGS ADOPTED A NEW STRATEGIC PLAN THAT REFOCUSES ITS MISSION,

ENGAGES NEW AUDIENCES, PROMOTES INTERDISCIPLINARY COLLABORATION,

INCREASES DIVERSITY, AND STRENGTHENS EFFICIENCY AND SUSTAINABILITY.

FORM 990, PART III, LINE 2, NEW PROGRAM SERVICES:

BROOKINGS ENGAGED IN PROGRAM SERVICE REVENUE DURING THE YEAR, WHICH IS

NOT LISTED ON THE PRIOR FORM 990. PROGRAM SERVICE REVENUE IS TRADE OR

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule O (Form 990 or 990-EZ) (2016)

Name of the organization

THE BROOKINGS INSTITUTION

Employer identification number

53-0196577

BUSINESS INCOME RELATED TO BROOKINGS' EXEMPT ACTIVITIES AND IS SIMILAR

TO AN EXCHANGE TRANSACTION. THE PURPOSE OF PROPOSED ACTIVITIES ARE FOR

THE PUBLIC BENEFIT AND/OR THE ADVANCEMENT OF THE BROOKINGS EDUCATIONAL

AND RESEARCH MISSION. BROOKINGS IS NOT DEVIATING FROM ITS EXEMPT

PURPOSE BUT SIMPLY EXPANDING IT.

FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS:

SECURITY IN LATIN AMERICA AND AFRICA; AND MORE. IN ADDITION TO

PUBLISHING NUMEROUS WORKS OF SCHOLARSHIP IN FY2017, SCHOLARS IN THE

FOREIGN POLICY PROGRAM PROVIDED CONGRESSIONAL TESTIMONY AND PRESIDED

OVER MORE THAN 250 PUBLIC AND PRIVATE EVENTS.

FORM 990, PART III, LINE 4B, PROGRAM SERVICE ACCOMPLISHMENTS:

HELD OVER 170 EVENTS BOTH PUBLIC AND PRIVATE, AND SCHOLARS ALSO SPOKE

AT 132 EXTERNAL EVENTS, WROTE 509 OP-EDS AND BLOGS, PRODUCED 164 PAPERS

AND BRIEFS, PUBLISHED 1 BOOK, TESTIFIED ON CAPITOL HILL 5 TIMES, AND

WERE CITED OR INTERVIEWED IN MEDIA STORIES. WORK BY ES SCHOLARS WAS

ALSO CITED 27 TIMES IN THE MOST RECENT ECONOMIC REPORT OF THE

PRESIDENT.

FORM 990, PART III, LINE 4C, PROGRAM SERVICE ACCOMPLISHMENTS:

NUMEROUS WORKS OF SCHOLARSHIP IN FY 2017, GLOBAL ECONOMY AND

DEVELOPMENT HELD NUMEROUS EVENTS OPEN TO THE GENERAL PUBLIC.

FORM 990, PART III, LINE 4D, OTHER PROGRAM SERVICES:

METROPOLITAN POLICY:

THE METROPOLITAN POLICY PROGRAM DELIVERS RESEARCH AND SOLUTIONS THAT

HELP METROPOLITAN LEADERS BUILD AN ADVANCED ECONOMY THAT WORKS FOR ALL.

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IN ORDER TO CREATE AN ADVANCED ECONOMY THAT WORKS FOR ALL, METROPOLITAN

AREAS MUST IMPLEMENT POLICIES THAT (1) MAXIMIZE WORKERS' POTENTIAL, (2)

FUEL ADVANCED INDUSTRIES, (3) ENGAGE THE GLOBAL MARKETPLACE, AND (4)

SUPPORT INFRASTRUCTURE THAT PROTECTS THE ENVIRONMENT, FACILITATES

ECONOMIC ACTIVITY, AND IMPROVES ACCESS TO OPPORTUNITY.

EXPENSES \$ 8,170,202. INCLUDING GRANTS OF \$ 0. REVENUE \$ 3,479.

#### GOVERNANCE STUDIES:

THE GOVERNANCE STUDIES PROGRAM BRINGS TOGETHER PEOPLE INTERESTED IN

IMPROVING THE PERFORMANCE OF OUR NATIONAL GOVERNMENT AND BETTERING THE

ECONOMIC SECURITY, SOCIAL WELFARE, AND OPPORTUNITY AVAILABLE TO ALL

AMERICANS. IN THE PAST YEAR, GOVERNANCE STUDIES EXPERTS EXAMINED

PARTISAN POLITICS AND ITS EFFECTS ON GOVERNMENT, THE PROCEDURE AND

POLITICS BEHIND HEALTH CARE REFORM AND OTHER MAJOR LEGISLATIVE DEBATES,

AND FISSURES IN THE AMERICAN ECONOMY AND CIVIC SOCIETY. THEY COMMENTED

ON OTHER TIMELY TOPICS, SUCH AS THE PRESIDENTIAL ELECTION AND

TRANSITION, CONGRESSIONAL PRIMARIES, THE SUPREME COURT NOMINATION AND

CONFIRMATION PROCESS, LEGISLATIVE AND JUDICIAL CHECKS ON PRESIDENTIAL

POWER, THE U.S. EDUCATION SYSTEM, CRIMINAL JUSTICE REFORM, AND THE USE

OF ONLINE TOOLS AND INFORMATION TECHNOLOGY TO INCREASE GOVERNMENT

EFFICIENCY. IN ADDITION TO PUBLISHING NUMEROUS WORKS OF SCHOLARSHIP IN

FY 2017, GOVERNANCE STUDIES HELD 32 EVENTS OPEN TO THE GENERAL PUBLIC.

EXPENSES \$ 7,327,335. INCLUDING GRANTS OF \$ 4,167. REVENUE \$ 0.

#### INSTITUTIONAL INITIATIVES:

INCLUDES RESEARCH INITIATIVES UNDERTAKEN OR SUPERVISED BY THE EXECUTIVE

OFFICE AND ALL CROSS-PROGRAM RESEARCH EFFORTS (E.G. BROOKINGS OFFICE OF

THE CENTENNIAL SCHOLAR AND THE RUBENSTEIN FELLOWSHIPS). IT ALSO



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INCLUDES EXPENSES ASSOCIATED WITH PARTNERSHIPS WITH TWO UNIVERSITIES:

THE BROOKINGS MOUNTAIN WEST PROGRAM WITH THE UNIVERSITY OF NEVADA LAS

VEGAS, AND THE BROOKINGS' EXECUTIVE EDUCATION PROGRAM, A PARTNERSHIP

WITH WASHINGTON UNIVERSITY IN ST. LOUIS. OTHER RESEARCH INCLUDES THE

WORK OF BROOKINGS' THREE OVERSEAS CENTERS BASED IN BEIJING, DOHA, AND

NEW DELHI, AND AN INITIATIVE TO INCENTIVIZE COLLABORATION BETWEEN

SCHOLARS IN WASHINGTON AND THE OVERSEAS CENTERS.

EXPENSES \$ 9,529,602. INCLUDING GRANTS OF \$ 391,614. REVENUE \$ 0.

#### COMMUNICATIONS AND WEB:

THE COMMUNICATIONS DEPARTMENT DISSEMINATES INFORMATION ABOUT BROOKINGS,

ITS SCHOLARS AND RESEARCH, AND THE ARRAY OF RESOURCES THAT BROOKINGS

OFFERS. COMMUNICATIONS OVERSEES THE COMMENTARY AND ANALYSIS THAT APPEAR

ON THE BROOKINGS' WEBSITE (WWW.BROOKINGS.EDU) AND THAT ARE DISTRIBUTED

THROUGH BROOKINGS' SOCIAL MEDIA CHANNELS AND OTHER DIGITAL COMPONENTS

OF OUTREACH AND EDUCATION. THE DEPARTMENT SUPPORTS THE RESEARCH

PROGRAMS BY PROVIDING VIDEO, GRAPHIC DESIGN AND OTHER MULTIMEDIA

SERVICES, AND INTERACTS WITH MEDIA FOR THE PURPOSES OF ARRANGING

INTERVIEWS AND REPUBLISHING CONTENT. IT ALSO HOUSES THE ORGANIZATION'S

PUBLISHING HOUSE, BROOKINGS INSTITUTION PRESS.

EXPENSES \$ 2,157,439. INCLUDING GRANTS OF \$ 0. REVENUE \$ 0.

#### BROOKINGS PRESS:

THE BROOKINGS PRESS PUBLISHES PUBLIC POLICY RESEARCH FROM BROOKINGS'

OWN SCHOLARS AS WELL AS OTHER AUTHORS. THESE PUBLICATIONS PROVIDE

EXTENSIVE BACKGROUND AND INSIGHT ON IMPORTANT PUBLIC POLICY ISSUES IN

BUSINESS, ECONOMICS, GOVERNMENT AND INTERNATIONAL AFFAIRS.

EXPENSES \$ 1,924,088. INCLUDING GRANTS OF \$ 0. REVENUE \$ 1,724,448.

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## FORM 990, PART V, LINE 3B:

THE BROOKINGS INSTITUTION IS AWAITING ADDITIONAL INFORMATION IN ORDER TO  
TIMELY FILE A COMPLETE AND ACCURATE FORM 990-T BY THE EXTENDED DEADLINE OF  
MAY 15, 2018. THE AMOUNT SHOWN AS NET UNRELATED BUSINESS TAXABLE INCOME ON  
LINE 7B OF PAGE 1 OF THE FORM 990 IS AN ESTIMATE BASED ON AVAILABLE  
INFORMATION.

## FORM 990, PART VI, SECTION A, LINE 2:

JOHN THORNTON AND BRIAN GREENSPUN - BUSINESS RELATIONSHIP

## FORM 990, PART VI, SECTION A, LINE 4:

## FOLLOWING ARE SUMMARY OF CHANGES IN BYLAWS:

1. NEW TERM LIMITS WERE INTRODUCED, CHANGING FROM A MAXIMUM OF TWO OR THREE

3-YEAR TERMS (HALF WERE ELIGIBLE FOR A THIRD TERM) TO A MAXIMUM OF TWO

4-YEAR TERMS (8 YEARS TOTAL) WITH AN EXTENSION FOR THOSE IN BOARD

LEADERSHIP POSITIONS.

2. IN ADDITION, THE INTENT OF THE NEW BYLAWS IS TO ELIMINATE THE FORMER

PRACTICE OF CYCLING TRUSTEES TO HONORARY TRUSTEE STATUS AND THEN

RE-ELECTING THEM AS VOTING ELECTED TRUSTEES.

3. THE CATEGORY OF HONORARY TRUSTEE WAS REPLACED WITH TWO NEW CATEGORIES:

SENIOR TRUSTEE AND LIFETIME TRUSTEE.

4. TWO OFFICER POSITIONS, SECRETARY AND TREASURER, MAY BE FILLED BY

TRUSTEES (PREVIOUSLY, THOSE POSITIONS WERE HELD EXCLUSIVELY BY STAFF).

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5. BOARD OFFICERS HAVE TERM LIMITS.

6. COMMITTEES MUST HAVE VICE CHAIRS.

FORM 990, PART VI, SECTION B, LINE 11B:

THE EXECUTIVE COMMITTEE OF THE BOARD OF TRUSTEES HAS APPOINTED THE AUDIT

COMMITTEE OF THE BOARD AS THE RESPONSIBLE BOARD PARTY FOR REVIEWING THE

FORM 990 AND 990T EACH YEAR STARTING WITH THE FISCAL YEAR ENDED JUNE 30,

2009.

ONCE THE FORM HAS BEEN COMPLETED IT IS REVIEWED INTERNALLY BY THE

PRESIDENT, THE CHIEF FINANCIAL OFFICER, THE CONTROLLER, THE GENERAL

COUNSEL, AND OTHER MEMBERS OF THE SENIOR STAFF, ALONG WITH THE AUDIT

COMMITTEE.

ONCE THOSE REVIEWS ARE COMPLETED AND THE DOCUMENT HAS BEEN APPROVED, IT IS

SENT TO ALL VOTING MEMBERS OF THE BOARD OF TRUSTEES BEFORE IT IS FILED WITH

THE INTERNAL REVENUE SERVICE.

FORM 990, PART VI, SECTION B, LINE 12C:

EACH YEAR, ALL BROOKINGS PERSONNEL AND CERTAIN AFFILIATES ARE REQUIRED TO

COMPLETE A DISCLOSURE AND ACKNOWLEDGMENT FORM RELATED TO THE INSTITUTION'S

CONFLICT OF INTEREST POLICY. SPECIFICALLY, ALL EMPLOYEES ARE REQUIRED TO

ACKNOWLEDGE THAT THEY HAVE READ, UNDERSTOOD, AND ARE COMMITTED TO ABIDING

BY THE INSTITUTION'S CONFLICT OF INTEREST POLICY AS WELL AS CERTAIN OTHER

INSTITUTIONAL POLICIES AND ARE ADDITIONALLY ASKED TO MAKE CERTAIN

DISCLOSURES ABOUT THEIR ACTIVITIES OUTSIDE OF WORK AND FINANCES TO HELP

IDENTIFY POSSIBLE CONFLICTS OF INTEREST. ALL FORMS ARE SUBMITTED TO THE

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OFFICE OF THE GENERAL COUNSEL, WHICH REVIEWS THEM AND HAS DISCRETION TO

MAKE RECOMMENDATIONS OR RAISE CONCERNS WITH AFFECTED INDIVIDUALS AS

APPROPRIATE.

MINOR ISSUES INVOLVING POTENTIAL OR APPARENT CONFLICTS OF INTEREST AND

QUESTIONS ABOUT THE SAME ARE RESOLVED BY THE GENERAL COUNSEL IN

CONSULTATION WITH OTHER MEMBERS OF SENIOR MANAGEMENT AS APPROPRIATE. MAJOR

CONFLICT OF INTEREST ISSUES AND CONFLICT OF INTEREST ISSUES INVOLVING

TRUSTEES HAVE BEEN REFERRED TO THE AUDIT COMMITTEE. THE GENERAL COUNSEL

REGULARLY CONFERS WITH THE CHAIR OF THE AUDIT COMMITTEE REGARDING THE

INSTITUTION'S CONFLICT OF INTEREST POLICY AND ANY CONFLICT OF INTEREST

ISSUES.

FORM 990, PART VI, SECTION B, LINE 15:

THE INSTITUTION'S BYLAWS PROVIDE THAT THERE SHALL BE A COMPENSATION

COMMITTEE CONSISTING OF NOT FEWER THAN FIVE (5) TRUSTEES, INCLUDING THE

CHAIR (OR CO-CHAIRS) OF THE BOARD, THE VICE CHAIR(S) AND AT LEAST THREE (3)

OTHER TRUSTEES WHO SHALL BE NOMINATED BY THE CHAIR (OR CO-CHAIRS) OF THE

BOARD AND DETERMINED BY THE BOARD TO BE FREE OF ANY CONTRACTUAL OR OTHER

RELATIONSHIPS THAT WOULD PUT INTO QUESTION THE EXERCISE OF HIS OR HER

INDEPENDENT JUDGMENT. THE CHAIR OF THE COMPENSATION COMMITTEE SHALL BE THE

CHAIR (OR CO-CHAIRS) OF THE BOARD. THE VICE CHAIR OF THE COMPENSATION

COMMITTEE SHALL BE SELECTED BY THE CHAIR (OR CO-CHAIRS) OF THE BOARD. THE

COMPENSATION COMMITTEE SHALL HAVE THE AUTHORITY TO SET THE SALARY OF THE

PRESIDENT AND SUCH OTHER OFFICERS, MANAGERS OR EMPLOYEES AS THE EXECUTIVE

COMMITTEE OR AUDIT COMMITTEE SHALL RECOMMEND BE SET BY THE COMPENSATION

COMMITTEE AND IN ACCORDANCE WITH ANY BOARD-ADOPTED COMPENSATION POLICY. IN

SETTING SUCH SALARIES, THE COMPENSATION COMMITTEE SHALL GATHER AND RELY ON

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RELEVANT SALARY COMPARABILITY DATA AND SHALL RECORD COMMITTEE MINUTES THAT

CLEARLY DOCUMENT THE COMMITTEE'S DECISIONS AND THE RATIONALE UNDERLYING

SUCH DECISIONS.

FORM 990, PART VI, LINE 17, LIST OF STATES RECEIVING COPY OF FORM 990:

AL, AR, CA, CT, FL, GA, HI, IL, KS, KY, MA, MD, ME, MI, MS, MN, NC, NJ, NH, NM, NY, OR, PA, RI, SC

TN, UT, VA, WI, WV

FORM 990, PART VI, SECTION C, LINE 19:

BROOKINGS' CONFLICT OF INTEREST POLICY AND OTHER KEY POLICIES ARE AVAILABLE

ON OUR WEBSITE, BROOKINGS.EDU. BROOKINGS LINKS TO GUIDESTAR.ORG FROM ITS

WEBSITE TO PROVIDE THE FORM 990.

FORM 990, PART VI, LINE 1A AND PART VII, COLUMN A, NUMBER OF BOARD MEMBERS

THERE WERE SIXTY BOARD MEMBERS WHO SERVED AT ANY TIME DURING THE FISCAL

YEAR. ALL BOARD MEMBERS WHO SERVED DURING THE FISCAL YEAR ARE SHOWN IN

PART VII, COLUMN A. AT JUNE 30, 2017, THERE WERE ONLY FIFTY-NINE

VOTING BOARD MEMBERS.

FORM 990, PART IX, LINE 11G, OTHER FEES:

CONTACTS/PROFESSIONAL SERVICES:

PROGRAM SERVICE EXPENSES 9,219,985.

MANAGEMENT AND GENERAL EXPENSES 2,108,135.

FUNDRAISING EXPENSES 30,412.

TOTAL EXPENSES 11,358,532.

QUALIFIED SUBCONTACTS:

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PROGRAM SERVICE EXPENSES 187,507.

MANAGEMENT AND GENERAL EXPENSES 0.

FUNDRAISING EXPENSES 0.

TOTAL EXPENSES 187,507.

TEMPORARY HELP:

PROGRAM SERVICE EXPENSES 626,876.

MANAGEMENT AND GENERAL EXPENSES 73,407.

FUNDRAISING EXPENSES 34,983.

TOTAL EXPENSES 735,266.

TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A 12,281,305.

FORM 990, PART XI, LINE 9, CHANGES IN NET ASSETS:

GAIN/(LOSS) ON FOREIGN CURRENCY EXCHANGE 171,850.

EFFECT OF ADOPTION PROVISIONS SFAS NO. 158 367,000.

INDIA PRIVATE EXPENSES NOT INCLUDED IN FORM 990 -14,084.

TOTAL TO FORM 990, PART XI, LINE 9 524,766.

EXPLANATION FOR AMENDED RETURN

THE AMENDED FORM 990 IS BEING FILED TO REPORT TAX-EXEMPT BOND

LIABILITIES THAT WERE INADVERTENTLY SHOWN AS THIRD PARTY DEBT ON THE

PREVIOUSLY FILED RETURN. PART IV, QUESTION 24A HAS BEEN MARKED AS

"YES", PART X, LINES 20 AND 23 WERE CHANGED TO REFLECT THE DEBT AS

TAX-EXEMPT BOND LIABILITIES. THE SCHEDULE K HAS BEEN PREPARED TO

PRESENT THE DETAILS OF THE TAX-EXEMPT BOND LIABILITIES IN ACCORDANCE

WITH THE INSTRUCTIONS TO THE FORM 990.

**SCHEDULE R**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Related Organizations and Unrelated Partnerships**

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37**

▶ **Attach to Form 990**

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

OMB No. 1545-0047

**2016**

**Open to Public Inspection**

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

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

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
BROOKINGS CENTER - DOHA P.O. BOX 22694 DOHA, QATAR	ANALYSIS AND RESEARCH	QATAR			THE BROOKINGS INSTITUTION	X	

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule R (Form 990) 2016

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

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

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end of year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
BROOKINGS INDIA PRIVATE LIMITED 1568 CHURCH ROAD KASHMERE GATE NEW DELHI, INDIA 110006	ANALYSIS AND RESEARCH	INDIA	THE BROOKINGS INSTITUTION	C CORP	0.	10,078.	100%	X	



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

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

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

(a) Name of related organization	(b) Transaction type (a s)	(c) Amount involved	(d) Method of determining amount involved
(1)			
(2)			
(3)			
(4)			
(5)			
(6)			



<b>Part VII</b>	<b>Supplemental Information.</b>
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Provide additional information for responses to questions on Schedule R. See instructions.

Provide additional information for responses to questions on Schedule H. See instructions.