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Form 990

Return of Organization Exempt From Income Tax

OMB No 1545-0047

2018

Open to Public Inspection

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

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

Go to www.irs.gov/Form990 for instructions and the latest information.

A For the 2019 calendar year, or tax year beginning 07-01-2018 , and ending 06-30-2019

B Check if applicable

☐ Address change

☐ Name change

☐ Initial return

☐ Final return/terminated

☐ Amended return

☐ Application pending

C Name of organization

Baylor College of Medicine

% JULIE B NICKELL

Doing business as

Number and street (or P O box if mail is not delivered to street address)

Room/suite

ONE BAYLOR PLAZA BCM 200

City or town, state or province, country, and ZIP or foreign postal code

HOUSTON, TX 770303498

F Name and address of principal officer

PAUL E KLOTMAN MD

ONE BAYLOR PLAZA BCM 200

HOUSTON, TX 77030

D Employer identification number

74-1613878

E Telephone number

(713) 798-4951

G Gross receipts \$ 2,108,802,535

I Tax-exempt status

☒ 501(c)(3) ☐ 501(c) () (insert no) ☐ 4947(a)(1) or ☐ 527

J Website: www bcm edu

K Form of organization

☒ Corporation ☐ Trust ☐ Association ☐ Other

L Year of formation 1900

M State of legal domicile TX

Part I Summary

Activities & Governance

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

BAYLOR COLLEGE OF MEDICINE (BCM) IS COMMITTED TO ADVANCING HUMAN HEALTH THROUGH THE INTEGRATION OF PATIENT CARE, RESEARCH, EDUCATION, AND COMMUNITY SERVICES

2 Check this box if the organization discontinued its operations or disposed of more than 25% of its net assets

☐

3 Number of voting members of the governing body (Part VI, line 1a)

46

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

46

5 Total number of individuals employed in calendar year 2018 (Part V, line 2a)

13,889

6 Total number of volunteers (estimate if necessary)

1,350

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

418,448

7b Net unrelated business taxable income from Form 990-T, line 34

0

Revenue

8 Contributions and grants (Part VIII, line 1h)

612,680,226

9 Program service revenue (Part VIII, line 2g)

1,262,160,509

10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)

100,052,089

11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)

22,043,536

12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)

1,996,936,360

Expenses

13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)

112,471,107

14 Benefits paid to or for members (Part IX, column (A), line 4)

0

15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)

1,208,503,202

16a Professional fundraising fees (Part IX, column (A), line 11e)

0

16b Total fundraising expenses (Part IX, column (D), line 25)

5,316,828

17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)

603,000,331

18 Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)

1,923,974,640

19 Revenue less expenses Subtract line 18 from line 12

72,961,720

Net Assets or Fund Balances

20 Total assets (Part X, line 16)

2,532,203,399

21 Total liabilities (Part X, line 26)

1,037,878,368

22 Net assets or fund balances Subtract line 21 from line 20

1,494,325,031

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

Signature of officer

2020-06-02

Date

JULIE B NICKELL VP AND CFO

Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name

Preparer's signature

Date

Check if self-employed

PTIN P01508556

Firm's name ERNST & YOUNG US LLP

Firm's EIN

Firm's address 101 E WASHINGTON ST STE 910

Phone no (602) 322-3000

PHOENIX, AZ 85004

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

Yes No

For Paperwork Reduction Act Notice, see the separate instructions.

Cat No 11282Y

Form 990 (2018)

Part III Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III ☐**1** Briefly describe the organization's mission:

BAYLOR COLLEGE OF MEDICINE (BCM) IS COMMITTED TO ADVANCING HUMAN HEALTH THROUGH THE INTEGRATION OF PATIENT CARE, RESEARCH, EDUCATION, AND COMMUNITY SERVICES

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 \$ 1,753,514,338 including grants of \$ 113,099,955) (Revenue \$ 1,309,915,594)
See Additional Data

4b (Code) (Expenses \$ 25,166,423 including grants of \$ 1,623,209) (Revenue \$ 18,799,897)
See Additional Data

4c (Code) (Expenses \$ 28,143,895 including grants of \$ 1,815,254) (Revenue \$ 21,024,138)
See Additional Data

4d Other program services (Describe in Schedule O)

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

4e Total program service expenses **▶** 1,806,824,656

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	1 Yes	
2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?	2 Yes	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	3	No
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II	4 Yes	
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III	5	No
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	6	No
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	7	No
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	8	No
9 Did the organization report an amount in Part X, line 21 for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV	9	No
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V	10 Yes	
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	11a Yes	
b Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII	11b Yes	
c Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII	11c Yes	
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX	11d	No
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	11e Yes	
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X	11f Yes	
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	12a	No
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	12b Yes	
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13 Yes	
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a	No
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	14b Yes	
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV	15	No
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV	16	No
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions)	17	No
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18	No
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19	No
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a	No
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II	21 Yes	
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III	22 Yes	

Part IV Checklist of Required Schedules (continued)

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

Part V Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response or note to any line in this Part V ☒

		Yes	No	
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable	1a	1,374	
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b	0	
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	Yes	

2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return		2a	13,889	2b	Yes	
b If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)				2b	Yes	
3a Did the organization have unrelated business gross income of \$1,000 or more during the year?				3a	Yes	
b If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O				3b	Yes	
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?				4a	Yes	
b If "Yes," enter the name of the foreign country ▶AR, BC, CJ, CO, LT, MI, RO, WZ, TZ, UG See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR)						
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?				5a		No
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?				5b		No
c If "Yes," to line 5a or 5b, did the organization file Form 8886-T?				5c		
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?				6a		No
b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?				6b		
7 Organizations that may receive deductible contributions under section 170(c).						
a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?				7a	Yes	
b If "Yes," did the organization notify the donor of the value of the goods or services provided?				7b	Yes	
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?				7c		No
d If "Yes," indicate the number of Forms 8282 filed during the year				7d		
e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?				7e		No
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?				7f		No
g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?				7g		
h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?				7h		
8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?						
				8		
9a Did the sponsoring organization make any taxable distributions under section 4966?				9a		
b Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?				9b		
10 Section 501(c)(7) organizations. Enter						
a Initiation fees and capital contributions included on Part VIII, line 12				10a		
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities				10b		
11 Section 501(c)(12) organizations. Enter						
a Gross income from members or shareholders				11a		
b Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)				11b		
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?				12a		
b If "Yes," enter the amount of tax-exempt interest received or accrued during the year				12b		
13 Section 501(c)(29) qualified nonprofit health insurance issuers.						
a Is the organization licensed to issue qualified health plans in more than one state? Note. See the instructions for additional information the organization must report on Schedule O				13a		
b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans				13b		
c Enter the amount of reserves on hand				13c		
14a Did the organization receive any payments for indoor tanning services during the tax year?				14a		No
b If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O				14b		
15 Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N				15	Yes	
16 Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O				16	Yes	

Part VI

Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

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

Section A. Governing Body and Management

		Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year	1a 46		
If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O			
b Enter the number of voting members included in line 1a, above, who are independent	1b 46		
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2	Yes	
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?	3		No
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4		No
5 Did the organization become aware during the year of a significant diversion of the organization's assets?	5		No
6 Did the organization have members or stockholders?	6		No
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a	Yes	
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b	Yes	
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:			
a The governing body?	8a	Yes	
b Each committee with authority to act on behalf of the governing body?	8b	Yes	
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	9		No

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

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

Section C. Disclosure

17 List the States with which a copy of this Form 990 is required to be filed: _____

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

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

19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records:
 ▶ JULIE B NICKELL ONE BAYLOR PLAZA BCM 200 HOUSTON, TX 77030 (713) 798-4441

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 ☐

1

● List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.

- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."

- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations

- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations

- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee

[illegible]

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

[illegible]

1b Sub-Total			
c Total from continuation sheets to Part VII, Section A			
d Total (add lines 1b and 1c)	33,660,942	0	2,531,484

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 ▶ 2,956

		Yes	No
3	Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>	3 Yes	
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	4 Yes	
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>	5	No

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A)	(B)	(C)
Name and business address	Description of services	Compensation
LARKIN STROH ASSOCIATES PLLC, 6750 WEST LOOP SOUTH STE 950 BELLAIRE, TX 77401	Hosptl Phys Staffing	5,384,995
NORTH HOUSTON HOSPITALISTS PA, 1111 MEDICAL PLAZA DR SUITE 250 THE WOODLANDS, TX 77380	Hosptl Phys Staffing	3,575,009
INPATIENT CONSULTANTS OF TEXAS PLLC, PO BOX 844929 LOS ANGELES, CA 900844929	Hosptl Phys Staffing	2,190,314
BONDED MAINTENANCE COMPANY, PO 951864 DALLAS, TX 75234	CUSTODIAL SERVICES	1,336,402
NORTON ROSE RULBRIGHTS US LLP, 1301 MCKINNEY SUITE 5100 HOUSTON, TX 770103095	LEGAL SERVICES	1,329,470

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 ▶ 47	
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Part VIII

Statement of Revenue

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

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514		
Contributions, Gifts, Grants and Other Similar Amounts	1a	Federated campaigns . . .	1a					
	b	Membership dues . . .	1b					
	c	Fundraising events . . .	1c	1,900				
	d	Related organizations	1d	6,000,000				
	e	Government grants (contributions)	1e	412,388,287				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	135,357,618				
	g	Noncash contributions included in lines 1a - 1f \$	21,508,547					
	h	Total. Add lines 1a-1f	553,747,805					
Program Service Revenue			Business Code					
	2a	Patient Care	621110	311,566,887	311,566,887	0		
	b	AFFILIATE AGREEMENT REVENUE	900099	1,001,509,991	1,001,509,991	0		
	c	Tuition and Fees	900099	20,784,059	20,784,059	0		
	d	Research Services	621511	6,384,166	6,384,166	0		
	e	Clinical Trials	561499	15,507,945	15,507,945	0		
	f	All other program service revenue		-13,602,510	-13,602,510	0		
	g	Total. Add lines 2a-2f	1,342,150,538					
Other Revenue	3		Investment income (including dividends, interest, and other similar amounts)	24,867,744		-727,256	25,595,000	
	4		Income from investment of tax-exempt bond proceeds	2,688			2,688	
	5		Royalties	12,586,991			12,586,991	
	6a	(i) Real						
		(ii) Personal						
		Gross rents						
		1,505,649						
	b	Less rental expenses						
	c	Rental income or (loss)		1,505,649	0			
	d	Net rental income or (loss)		1,505,649		5,730	1,499,919	
	7a	(i) Securities						
		(ii) Other						
		Gross amount from sales of assets other than inventory						
		161,597,090						
	b	Less cost or other basis and sales expenses		86,753,515				
	c	Gain or (loss)		74,843,575				
	d	Net gain or (loss)		74,843,575		955,377	73,888,198	
	8a	Gross income from fundraising events (not including \$ 1,900 of contributions reported on line 1c)						
		See Part IV, line 18	a					0
		b	Less direct expenses					b
c	Net income or (loss) from fundraising events		0					
9a	Gross income from gaming activities							
	See Part IV, line 19	a					0	
	b	Less direct expenses					b	0
c	Net income or (loss) from gaming activities		0					
10a	Gross sales of inventory, less returns and allowances . . .							
	a	0						
	b	Less cost of goods sold					b	0
c	Net income or (loss) from sales of inventory		0					
Miscellaneous Revenue		Business Code						
11a	Employee Parking Income	531120	4,570,342	0	0	4,570,342		
b	Vendor/Credit Rebates	900099	623,741	623,741	0	0		
c	Aesthetics	900099	179,503	0	179,503	0		
d	All other revenue		6,970,444	6,965,350	5,094			
e	Total. Add lines 11a-11d		12,344,030					
12	Total revenue. See Instructions		2,022,049,020	1,349,739,629	418,448	118,143,138		

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☒**Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.**

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21.	4,099,273	4,099,273		
2 Grants and other assistance to domestic individuals. See Part IV, line 22.	112,439,145	112,439,145		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, line 15 and 16.	0	0		
4 Benefits paid to or for members.	0	0		
5 Compensation of current officers, directors, trustees, and key employees.	21,503,046	14,801,621	6,701,425	0
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B).	0	0	0	0
7 Other salaries and wages.	1,058,471,824	1,015,966,593	40,063,140	2,442,091
8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions).	79,630,664	75,783,729	3,667,784	179,151
9 Other employee benefits.	82,576,647	69,904,263	12,369,380	303,004
10 Payroll taxes.	69,355,291	66,004,757	3,194,501	156,033
11 Fees for services (non-employees).				
a Management.	0	0	0	0
b Legal.	7,150,592	88,190	7,062,402	0
c Accounting.	1,333,508	653,013	680,495	0
d Lobbying.	1,283,562	0	1,283,562	0
e Professional fundraising services. See Part IV, line 17.	0			0
f Investment management fees.	7,132,128	0	7,132,128	0
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O).	211,401,814	158,459,878	51,292,819	1,649,117
12 Advertising and promotion.	32,712	29,492	3,220	0
13 Office expenses.	9,441,638	6,098,446	3,143,025	200,167
14 Information technology.	16,880,995	6,385,809	10,458,304	36,882
15 Royalties.	0	0	0	0
16 Occupancy.	46,766,371	27,201,391	19,516,825	48,155
17 Travel.	13,349,794	12,224,881	997,448	127,465
18 Payments of travel or entertainment expenses for any federal, state, or local public officials.	0	0	0	0
19 Conferences, conventions, and meetings.	2,531,746	2,337,026	183,101	11,619
20 Interest.	27,002,653	27,002,653	0	0
21 Payments to affiliates.	0	0	0	0
22 Depreciation, depletion, and amortization.	56,511,012	56,511,012	0	0
23 Insurance.	43,035,325	3,532,484	39,502,253	588
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a Supplies.	138,391,846	131,455,909	6,896,435	39,502
b MISC FEES.	7,213,874	4,368,821	2,837,302	7,751
c MEMBERSHIP DUES.	4,555,472	3,876,243	665,351	13,878
d UBI TAXES.	153,520		153,520	
e All other expenses.	10,363,231	7,600,027	2,661,779	101,425
25 Total functional expenses. Add lines 1 through 24e.	2,032,607,683	1,806,824,656	220,466,199	5,316,828
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720).	0			

Part X Balance SheetCheck if Schedule O contains a response or note to any line in this Part IX ☐

				(A) Beginning of year		(B) End of year
Assets	1	Cash—non-interest-bearing		4,847,069	1	16,376,729
	2	Savings and temporary cash investments		66,142,072	2	93,449,524
	3	Pledges and grants receivable, net		280,400,783	3	156,278,781
	4	Accounts receivable, net		88,322,937	4	166,917,473
	5	Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		0	5	0
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L		0	6	0
	7	Notes and loans receivable, net		0	7	0
	8	Inventories for sale or use		4,740,685	8	4,119,633
	9	Prepaid expenses and deferred charges		8,618,478	9	8,304,485
	10a	Land, buildings, and equipment—cost or other basis. Complete Part VI of Schedule D	10a	1,274,214,228		
	b	Less: accumulated depreciation	10b	869,126,216		
				392,052,603	10c	405,088,012
	11	Investments—publicly traded securities		870,017,063	11	925,068,592
	12	Investments—other securities. See Part IV, line 11		396,191,491	12	377,749,180
	13	Investments—program-related. See Part IV, line 11		420,845,155	13	392,571,644
	14	Intangible assets		0	14	0
15	Other assets. See Part IV, line 11		25,063	15	25,063	
16	Total assets. Add lines 1 through 15 (must equal line 34)		2,532,203,399	16	2,545,949,116	
Liabilities	17	Accounts payable and accrued expenses		244,308,591	17	246,708,261
	18	Grants payable		115,710,178	18	113,041,935
	19	Deferred revenue		14,722,815	19	9,153,361
	20	Tax-exempt bond liabilities		502,498,523	20	490,128,384
	21	Escrow or custodial account liability. Complete Part IV of Schedule D		0	21	0
	22	Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		0	22	0
	23	Secured mortgages and notes payable to unrelated third parties		121,621,000	23	135,121,000
	24	Unsecured notes and loans payable to unrelated third parties		5,917,554	24	5,840,948
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17 - 24). Complete Part X of Schedule D		33,099,707	25	111,857,571
	26	Total liabilities. Add lines 17 through 25		1,037,878,368	26	1,111,851,460
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here ☒ and complete lines 27 through 29, and lines 33 and 34.					
	27	Unrestricted net assets		575,459,621	27	492,100,974
	28	Temporarily restricted net assets		478,860,919	28	478,084,314
	29	Permanently restricted net assets		440,004,491	29	463,912,368
	Organizations that do not follow SFAS 117 (ASC 958), check here ☐ and complete lines 30 through 34.					
	30	Capital stock or trust principal, or current funds			30	
	31	Paid-in or capital surplus, or land, building or equipment fund			31	
	32	Retained earnings, endowment, accumulated income, or other funds			32	
33	Total net assets or fund balances		1,494,325,031	33	1,434,097,656	
34	Total liabilities and net assets/fund balances		2,532,203,399	34	2,545,949,116	

Part XI Reconciliation of Net AssetsCheck if Schedule O contains a response or note to any line in this Part XI ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	2,022,049,020
2	Total expenses (must equal Part IX, column (A), line 25)	2	2,032,607,683
3	Revenue less expenses Subtract line 2 from line 1	3	-10,558,663
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	1,494,325,031
5	Net unrealized gains (losses) on investments	5	-49,668,712
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	1,434,097,656

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line in this Part XII ☐

- 1** Accounting method used to prepare the Form 990 ☐ Cash ☒ Accrual ☐ Other _____
If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O
- 2a** Were the organization's financial statements compiled or reviewed by an independent accountant?
If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both
☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis
- 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
☐ Separate basis ☒ Consolidated basis ☐ Both consolidated and separate basis
- c** If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?
If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O
- 3a** As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?
- b** If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits

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

Additional Data

Software ID:
Software Version:
EIN: 74-1613878
Name: Baylor College of Medicine

Form 990 (2018)

Form 990, Part III, Line 4a:

SERVICE - BCM AFFIRMS OUR COVENANT TO SERVE THE COMMUNITY FOREMOST IS OUR COMMITMENT TO PATIENTS, BOTH IN OUR CLINICAL PRACTICE AND WITH AFFILIATED HOSPITALS WE STRIVE TO IMPROVE PUBLIC HEALTH IN ALL OUR ENDEAVORS AND SERVE THE COMMUNITY IN ALL ASPECTS OF THIS PROCESS BCM STUDENTS AND RESIDENTS SPEND MUCH OF THEIR EDUCATION AND TRAINING IN THE COLLEGE'S SEVEN PRIMARY CARE AFFILIATED TEACHING HOSPITALS WHERE BAYLOR FACULTY ALSO PROVIDES PATIENT CARE

Form 990, Part III, Line 4b:

RESEARCH - BCM RESEARCHERS AND PHYSICIANS ARE STUDYING A VARIETY OF MEDICAL TOPICS, INCLUDING CANCER CELL FUNCTION, FERTILITY, CHILD NUTRITION, INFLUENZA, HEART AND NEUROLOGICAL DISORDERS, AND OTHER BASIC AND CLINICAL RESEARCH

Form 990, Part III, Line 4c:

INSTRUCTION - BCM VALUES ACADEMIC PURSUITS AND WE COMMIT OUR EFFORTS TO THE SCHOLARLY PURSUIT OF KNOWLEDGE FOR OUR TRAINEES, OUR PATIENTS, AND OUR COMMUNITY AS A MEDICAL SCHOOL, BCM'S PRIMARY GOAL IS TO EDUCATE MEDICAL SCHOOL STUDENTS AND TRAIN MEDICAL SCHOOL GRADUATES BCM ALSO PLACES EMPHASIS ON THE EDUCATION OF MEDICAL RESEARCH AND ALLIED HEALTH PERSONNEL

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
BARBARA B ALLBRITTON TRUSTEE	2 0 0 0	X						0	0	0
JOHN F ANDERSON MD TRUSTEE	2 0 0 0	X						0	0	0
DAVID C BALDWIN TRUSTEE/ CHAIR (AS OF 5/19)	7 0 0 0	X		X				0	0	0
J MURRY BOWDEN TRUSTEE	3 0 0 0	X						0	0	0
GREGORY D BRENNEMAN TRUSTEE/VICE CHAIR(AS of 5/19)	4 0 0 0	X		X				0	0	0
ROBERT L BREWTON TRUSTEE	10 0 0 0	X						0	0	0
PASTOR KH CALDWELL TRUSTEE	2 0 0 0	X						0	0	0
JAMES Y CHAO TRUSTEE	2 0 0 0	X						0	0	0
SHAUNA J CLARK TRUSTEE	2 0 0 0	X						0	0	0
DAVID R DOMINY TRUSTEE	2 0 0 0	X						0	0	0

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

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (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			
MILANE DUNCAN-FRANTZ TRUSTEE (UNTIL 5/19)	2 0 0 0	X						0	0	0
RALPH EADS III TRUSTEE	2 0 0 0	X						0	0	0
JACK M FIELDS JR TRUSTEE	10 0 0 0	X						0	0	0
JAMES C FLORES TRUSTEE	2 0 0 0	X						0	0	0
SARAH FOSHEE MD TRUSTEE	2 0 0 0	X						0	0	0
PAUL L FOSTER TRUSTEE (AS OF 6/19)	2 0 0 0	X						0	0	0
MELANIE GRAY TRUSTEE	10 0 0 0	X						0	0	0
JAMES T HACKETT TRUSTEE	2 0 0 0	X						0	0	0
LARRY P HEARD TRUSTEE/VICE CHAIR & SEC	2 0 0 0	X		X				0	0	0
PAUL W HOBBY TRUSTEE	4 0 0 0	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (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			
JOHN R HUFF TRUSTEE	2 0 0 0	X						0	0	0
JODIE L JILES TRUSTEE (UNTIL 5/19)	2 0 0 0	X						0	0	0
ELISE ELKINS JOSEPH TRUSTEE	2 0 0 0	X						0	0	0
CAROLYN DINEEN KING TRUSTEE/VP & SEC (UNTIL 5/19)	2 0 0 0	X		X				0	0	0
HAROLD M KORELL TRUSTEE (UNTIL 5/19)	2 0 0 0	X						0	0	0
C BERDON LAWRENCE TRUSTEE	2 0 0 0	X						0	0	0
T DOUGLAS LAWSON PHD TRUSTEE (AS OF 1/19)	2 0 0 0	X						0	0	0
LINDA A LIVINGSTONE PHD TRUSTEE	2 0 0 0	X						0	0	0
FRED R LUMMIS TRUSTEE/CHAIR (until 5/19)	2 0 0 0	X		X				0	0	0
MICHAEL G MACDOUGALL TRUSTEE	2 0 0 0	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (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			
MARK A MCCOLLUM TRUSTEE	2 0 0 0	X						0	0	0
WILLIAM E MEARSE TRUSTEE/VICE CHAIR(AS of 5/19)	2 0 0 0	X		X				0	0	0
TRINIDAD MENDENHALL TRUSTEE	2 0 0 0	X						0	0	0
RICHARD W MITHOFF TRUSTEE (AS OF 5/19)	2 0 0 0	X						0	0	0
IRA M MITZNER TRUSTEE (AS OF 5/19)	2 0 0 0	X						0	0	0
ERIC MULLINS TRUSTEE	2 0 0 0	X						0	0	0
JOHN L NAU III TRUSTEE	2 0 0 0	X						0	0	0
TODD A REPPERT TRUSTEE (AS OF 6/19)	2 0 0 0	X						0	0	0
CORBIN J ROBERTSON JR TRUSTEE	2 0 0 0	X						0	0	0
LEE H ROSENTHAL TRUSTEE	2 0 0 0	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (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			
ALI A SABERIOON TRUSTEE	2 0 0 0	X						0	0	0
AR TONY SANCHEZ JR TRUSTEE	2 0 0 0	X						0	0	0
MARC J SHAPIRO TRUSTEE	10 0 0 0	X						0	0	0
GLENN R SMITH TRUSTEE (UNTIL 5/19)	2 0 0 0	X						0	0	0
LEONARD C TALLERINE JR TRUSTEE	2 0 0 0	X						0	0	0
HENRY JN TAUB II TRUSTEE	2 0 0 0	X						0	0	0
KIRK TOWNSEND TRUSTEE	2 0 0 0	X						0	0	0
ROBERT J UNDERBRINK TRUSTEE	2 0 0 0	X						0	0	0
CHRISTOPHER D WALLIS TRUSTEE	2 0 0 0	X						0	0	0
CHUCK WATSON TRUSTEE	2 0 0 0	X						0	0	0

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

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (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			
ROBERT J WEIL MD TRUSTEE (UNTIL 1/19)	2 0 0 0	X						0	0	0
CHARLES A WILLIAMS TRUSTEE	2 0 0 0	X						0	0	0
ROBERT F CORRIGAN JR SR VP & GENERAL COUNSEL, SECR	50 0 3 5			X				569,522	0	39,906
KIMBERLY COTNER DAVID SR VP & CHIEF BUSINESS OFFICER	50 0 2 0			X				721,242	0	40,185
JAMES P DIGAN SVP, INSTITUTIONAL ADVANCEMENT	50 0 2 0			X				413,170	0	35,412
JOE DOTY SR VP & CHIEF OPERATING OFFICE	50 0 0 0			X				540,791	0	85,250
PAUL E KLOTMAN MD PRESIDENT & CEO, Executive Dean	50 0 2 0			X				2,587,088	0	813,340
ADAM KUSPA SR VP & DEAN OF RESEARCH	50 0 0 0			X				525,322	0	37,653
JAMES T MCDEAVITT MD SVP & DEAN OF CLINICAL AFFAIRS	50 0 0 0			X				1,011,404	0	82,155
ALICIA MONROE MD SR VP PROVOST & DEAN OF ACAD	50 0 0 0			X				587,476	0	91,261

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
JULIE B NICKELL VP & CHIEF FINANCIAL OFFICER	50 0 0 0			X				416,525	0	39,847
LORIE TABAK CHIEF OF STAFF	50 0 0 0			X				462,810	0	81,256
Ashok Balasubramanyam VP ACAD INTEGR/SR ASSOC DEAN	50 0 0 0				X			505,664	0	37,955
Claire Bassett VP Public Affairs	50 0 1 0				X			309,335	0	64,464
Michael A Belfort MD Chair, Dept of OBGYN	50 0 0 0				X			995,814	0	38,595
Jennifer G Christner Dean - School Of Medicine	50 0 0 0				X			358,310	0	36,715
Hashem El-Serag MD Chair, Dept of Medicine	50 0 0 0				X			563,100	0	38,472
Richard A Gibbs PhD Dir of Human Genome Sequencing	50 0 0 0				X			421,564	0	37,258
Wayne Goodman MD Chair, Dept of Psychiatry	50 0 0 0				X			571,991	0	38,286
Helen E Heslop MD DIR FOR CENTER FOR CELL/GENE	50 0 0 0				X			533,964	0	38,468

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
PETER J HOTEZ MD PHD Dean-Nat School of Trop Med	50 0 0 0				X			591,544	0	38,595
Mark W Kline MD Chair, Dept of Pediatrics	50 0 1 0				X			1,028,564	0	38,599
Brendan Lee MD PhD Chair,Dept of Molec/Human Gene	50 0 0 0				X			655,242	0	38,635
Robert J McLaughlin Dean - School of Health Profes	50 0 0 0				X			239,510	0	30,724
Eli M Mizrahi MD Chair, Dept of Neurology	50 0 0 0				X			519,443	0	37,801
Bert O'Malley Chancellor	50 0 0 0				X			532,336	0	37,555
Joseph Petrosino PhD CHAIR MOLECULAR VIROL & MICRO	50 0 0 0				X			327,219	0	31,582
Eric Rohren MD Chair, Dept of Radiology	50 0 0 0				X			819,967	0	38,620
Todd K Rosengart MD Chair, Dept of Surgery	50 0 0 0				X			1,344,622	0	38,599
Timothy Stout MD Chair, Dept of Ophthalmology	50 0 0 0				X			826,322	0	38,610

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
William D Walker VP - Chief Investment Officer	50 0 0 0				X			804,417	0	41,059
Roger Zoorob MD Chair, Dept Fam/Community Med	50 0 2 0				X			508,572	0	37,949
JOSEPH COSELLI MD PROFESSOR, SURGERY/CARDIO	50 0 0 0					X		2,104,191	0	38,340
JOHN GOSS PROF SURG/ABDOMINAL TRANS	50 0 0 0					X		1,475,212	0	38,599
Joseph Lamelas PROF SURGERY/CARDIAC/THORACIC	50 0 0 0					X		2,356,608	0	38,599
CHRISTOPHER LAVERGNE ASSISTANT PROFESSOR BSLMG	50 0 0 0					X		1,482,387	0	37,775
HOWARD WEINER PROFESSOR, TCH NEUROSURGERY	50 0 0 0					X		1,409,322	0	38,599
DAVID H BERGER VP, CMO Mcnair Facility	50 0 0 0						X	126,032	0	22,370
MICHAEL COBURN Chair, Dept of Urology	50 0 0 0						X	743,910	0	38,624
THOMAS R HUNT III Chair, Dept of Orthopedic Surg	50 0 0 0						X	862,692	0	38,608

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors										
(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Maya S Suresh MD Chair, Dept of Anesthesiology	50 0 0 0						X	583,526	0	38,214
Thomas M Wheeler MD Chair, Dept of Pathology	50 0 0 0						X	1,003,988	0	38,351
DANIEL YOSHOR Chair, Dept of Neurosurgery	50 0 0 0						X	1,220,224	0	38,599

SCHEDULE A

(Form 990 or 990EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
▶ Attach to Form 990 or Form 990-EZ.
▶ Go to www.irs.gov/Form990 for the latest information.

OMB No 1545-0047

2018

Open to Public Inspection

Name of the organization
Baylor College of Medicine

Employer identification number
74-1613878

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 **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		
Total						

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

Cat No 11285F

Schedule A (Form 990 or 990-EZ) 2018

Part II

Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv), 170(b)(1)(A)(vi), and 170(b)(1)(A)(ix)
(Complete only if you checked the box on line 5, 7, 8, or 9 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) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
1	Gifts, grants, contributions, and membership fees received (Do not include any "unusual grant ")						
2	Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3	The value of services or facilities furnished by a governmental unit to the organization without charge						
4	Total. Add lines 1 through 3						
5	The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6	Public support. Subtract line 5 from line 4						

Section B. Total Support							
Calendar year (or fiscal year beginning in) ►		(a)2014	(b)2015	(c)2016	(d)2017	(e)2018	(f)Total
7	Amounts from line 4						
8	Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
9	Net income from unrelated business activities, whether or not the business is regularly carried on						
10	Other income Do not include gain or loss from the sale of capital assets (Explain in Part VI)						
11	Total support. Add lines 7 through 10						
12	Gross receipts from related activities, etc (see instructions)					12	
13	First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ► ☐						

Section C. Computation of Public Support Percentage		
14	Public support percentage for 2018 (line 6, column (f) divided by line 11, column (f))	14
15	Public support percentage for 2017 Schedule A, Part II, line 14	15
16a	33 1/3% support test—2018. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ▶ ☐	
b	33 1/3% support test—2017. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ▶ ☐	
17a	10%-facts-and-circumstances test—2018. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization ▶ ☐	
b	10%-facts-and-circumstances test—2017. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization ▶ ☐	
18	Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ▶ ☐	

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

(Complete only if you checked the box on line 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) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						

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

Section C. Computation of Public Support Percentage

15 Public support percentage for 2018 (line 8, column (f) divided by line 13, column (f))	15	
16 Public support percentage from 2017 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2018 (line 10c, column (f) divided by line 13, column (f))	17	
18 Investment income percentage from 2017 Schedule A, Part III, line 17	18	

19a 33 1/3% support tests—2018. 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—2017. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ► ☐

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ► ☐

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of 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

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>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.</i>	1	
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>	2	
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>	3a	
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>	3b	
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>	3c	
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes" and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>	4a	
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>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.</i>	4b	
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>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.</i>	4c	
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>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).</i>	5a	
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	5b	
c Substitutions only. Was the substitution the result of an event beyond the organization's control?	5c	
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (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? <i>If "Yes," provide detail in Part VI.</i>	6	
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? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>	7	
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>	8	
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>	9a	
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? <i>If "Yes," provide detail in Part VI.</i>	9b	
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? <i>If "Yes," provide detail in Part VI.</i>	9c	
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)? <i>If "Yes," answer line 10b below.</i>	10a	
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>	10b	

Part IV

Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?		
11a		
b A family member of a person described in (a) above?		
11b		
c A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in Part VI		
11c		

Section B. Type I Supporting Organizations

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

Section C. Type II Supporting Organizations

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

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (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?		
1		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization (s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s)		
2		
3 By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard		
3		

Section E. Type III Functionally-Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions)		
a ☐ The organization satisfied the Activities Test. Complete line 2 below		
b ☐ The organization is the parent of each of its supported organizations. Complete line 3 below		
c ☐ The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions)		
2 Activities Test. Answer (a) and (b) below.	Yes	No
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities		
2a		
b Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement		
2b		
3 Parent of Supported Organizations. Answer (a) and (b) below.		
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in Part VI.		
3a		
b Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard		
3b		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations			
1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (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	Adjusted Net Income (subtract lines 5, 6 and 7 from line 4)	8	
Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year)	1	
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (explain in detail in Part VI)		
2	Acquisition indebtedness applicable to non-exempt use assets	2	
3	Subtract line 2 from line 1d	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions)	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	
Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6	
7	☐ Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions)		

Part V

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

Section D - Distributions	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in Part VI) See instructions	
7 Total annual distributions. Add lines 1 through 6	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI) See instructions	
9 Distributable amount for 2018 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-2018	(iii) Distributable Amount for 2018
1 Distributable amount for 2018 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2018 (reasonable cause required-- explain in Part VI) See instructions			
3 Excess distributions carryover, if any, to 2018			
a From 2013.			
b From 2014.			
c From 2015.			
d From 2016.			
e From 2017.			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2018 distributable amount			
i Carryover from 2013 not applied (see instructions)			
j Remainder Subtract lines 3g, 3h, and 3i from 3f			
4 Distributions for 2018 from Section D, line 7 \$			
a Applied to underdistributions of prior years			
b Applied to 2018 distributable amount			
c Remainder Subtract lines 4a and 4b from 4			
5 Remaining underdistributions for years prior to 2018, if any Subtract lines 3g and 4a from line 2 If the amount is greater than zero, explain in Part VI See instructions			
6 Remaining underdistributions for 2018 Subtract lines 3h and 4b from line 1 If the amount is greater than zero, explain in Part VI See instructions			
7 Excess distributions carryover to 2019. Add lines 3j and 4c			
8 Breakdown of line 7			
a Excess from 2014.			
b Excess from 2015.			
c Excess from 2016.			
d Excess from 2017.			
e Excess from 2018.			

Additional Data

Software ID:
Software Version:
EIN: 74-1613878
Name: Baylor College of Medicine

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

Facts And Circumstances Test

SCHEDULE C
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527

▶Complete if the organization is described below. ▶Attach to Form 990 or Form 990-EZ.
▶Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No 1545-0047

2018

Open to Public Inspection

If the organization answered "Yes" on Form 990, Part IV, Line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations Complete Parts I-A and B Do not complete Part I-C
- Section 501(c) (other than section 501(c)(3)) organizations Complete Parts I-A and C below Do not complete Part I-B
- Section 527 organizations Complete Part I-A only

If the organization answered "Yes" on Form 990, Part IV, Line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)) Complete Part II-A Do not complete Part II-B
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)) Complete Part II-B Do not complete Part II-A

If the organization answered "Yes" on Form 990, Part IV, Line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then

- Section 501(c)(4), (5), or (6) organizations Complete Part III

Name of the organization Baylor College of Medicine	Employer identification number 74-1613878
--	--

Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

- 1** Provide a description of the organization's direct and indirect political campaign activities in Part IV (see instructions for definition of "political campaign activities")
- 2** Political campaign activity expenditures (see instructions) ▶ \$
- 3** Volunteer hours for political campaign activities (see instructions) ▶

Part I-B Complete if the organization is exempt under section 501(c)(3).

- 1** Enter the amount of any excise tax incurred by the organization under section 4955 ▶ \$
- 2** Enter the amount of any excise tax incurred by organization managers under section 4955 ▶ \$
- 3** If the organization incurred a section 4955 tax, did it file Form 4720 for this year? ☐ Yes ☐ No
- 4a** Was a correction made? ☐ Yes ☐ No
- b** If "Yes," describe in Part IV

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

- 1** Enter the amount directly expended by the filing organization for section 527 exempt function activities ▶ \$
- 2** Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ▶ \$
- 3** Total exempt function expenditures Add lines 1 and 2 Enter here and on Form 1120-POL, line 17b ▶ \$
- 4** Did the filing organization file **Form 1120-POL** for this year? ☐ Yes ☐ No
- 5** Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments For each organization listed, enter the amount paid from the filing organization's funds Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC) If additional space is needed, provide information in Part IV

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds If none, enter -0-	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization If none, enter -0-
1				
2				
3				
4				
5				
6				

Part II-A Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

A Check ☐ if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures)

B Check ☐ if the filing organization checked box A and "limited control" provisions apply

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)	(a) Filing organization's totals	(b) Affiliated group totals												
1a Total lobbying expenditures to influence public opinion (grass roots lobbying)														
b Total lobbying expenditures to influence a legislative body (direct lobbying)														
c Total lobbying expenditures (add lines 1a and 1b)														
d Other exempt purpose expenditures														
e Total exempt purpose expenditures (add lines 1c and 1d)														
f Lobbying nontaxable amount Enter the amount from the following table in both columns														
<table><thead><tr><th>If the amount on line 1e, column (a) or (b) is:</th><th>The lobbying nontaxable amount is:</th></tr></thead><tbody><tr><td>Not over \$500,000</td><td>20% of the amount on line 1e</td></tr><tr><td>Over \$500,000 but not over \$1,000,000</td><td>\$100,000 plus 15% of the excess over \$500,000</td></tr><tr><td>Over \$1,000,000 but not over \$1,500,000</td><td>\$175,000 plus 10% of the excess over \$1,000,000</td></tr><tr><td>Over \$1,500,000 but not over \$17,000,000</td><td>\$225,000 plus 5% of the excess over \$1,500,000</td></tr><tr><td>Over \$17,000,000</td><td>\$1,000,000</td></tr></tbody></table>	If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000	Over \$17,000,000	\$1,000,000		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:													
Not over \$500,000	20% of the amount on line 1e													
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000													
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000													
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000													
Over \$17,000,000	\$1,000,000													
g Grassroots nontaxable amount (enter 25% of line 1f)														
h Subtract line 1g from line 1a If zero or less, enter -0-														
i Subtract line 1f from line 1c If zero or less, enter -0-														
j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?	☐ Yes ☐ No													

4-Year Averaging Period Under section 501(h)
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the separate instructions for lines 2a through 2f.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) Total
2a Lobbying nontaxable amount					
b Lobbying ceiling amount (150% of line 2a, column(e))					
c Total lobbying expenditures					
d Grassroots nontaxable amount					
e Grassroots ceiling amount (150% of line 2d, column (e))					
f Grassroots lobbying expenditures					

Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

For each "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity

		(a)		(b)
		Yes	No	Amount
1	During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of			
a	Volunteers?	Yes		
b	Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?	Yes		
c	Media advertisements?		No	0
d	Mailings to members, legislators, or the public?		No	0
e	Publications, or published or broadcast statements?		No	0
f	Grants to other organizations for lobbying purposes?		No	0
g	Direct contact with legislators, their staffs, government officials, or a legislative body?	Yes		1,283,562
h	Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?		No	0
i	Other activities?		No	0
j	Total. Add lines 1c through 1i.			1,283,562
2a	Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?		No	
b	If "Yes," enter the amount of any tax incurred under section 4912			
c	If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d	If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

	Yes	No
1 Were substantially all (90% or more) dues received nondeductible by members?	1	
2 Did the organization make only in-house lobbying expenditures of \$2,000 or less?	2	
3 Did the organization agree to carry over lobbying and political expenditures from the prior year?	3	

Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR (b) Part III-A, line 3, is answered "Yes."

1	Dues, assessments and similar amounts from members	1	
2	Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
a	Current year	2a	
b	Carryover from last year	2b	
c	Total	2c	
3	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	
4	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	4	
5	Taxable amount of lobbying and political expenditures (see instructions)	5	

Part IV Supplemental Information

Provide the descriptions required for Part I-A, line 1, Part I-B, line 4, Part I-C, line 5, Part II-A (affiliated group list), Part II-A, lines 1 and 2 (see instructions), and Part II-B, line 1. Also, complete this part for any additional information.

Return Reference	Explanation
SCHEDULE C, PART II-B	LOBBYING ACTIVITIES RAMPY NORTHRUP IS A PUBLIC AFFAIRS FIRM WHICH REPRESENTS BAYLOR COLLEGE OF MEDICINE (BCM) TO THE UNITED STATES CONGRESS, DEPARTMENTS AND AGENCIES. RAMPY NORTHRUP SETS UP MEETINGS FOR BCM PHYSICIANS AND STAFF TO PRESENT IDEAS IN ORDER TO HELP IN THE FORMULATION OF PUBLIC POLICY, TO ENCOURAGE CONTINUED SUPPORT FOR MEDICAL RESEARCH, AND TO ACQUAINT GOVERNMENT OFFICIALS WITH RESEARCH DISCOVERIES AS A RESULT OF RESEARCH PERFORMED BY BCM. INFREQUENTLY, COLLEGE ALUMNI AND SOME BOARD MEMBERS ARE REQUESTED TO CONTACT THEIR STATE REPRESENTATIVE REGARDING APPROPRIATE LEGISLATION IN SUPPORT OF THE COLLEGE.

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SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

► Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
► Attach to Form 990.
► Go to www.irs.gov/Form990 for the latest information.

OMB No 1545-0047

2018

Open to Public Inspection

Name of the organization
Baylor College of Medicine

Employer identification number
74-1613878

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.

1

Total number at end of year

2

Aggregate value of contributions to (during year)

3

Aggregate value of grants from (during year)

4

Aggregate value at end of year

(a) Donor advised funds

(b) Funds and other accounts

5

Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?

Yes

No

6

Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?

Yes

No

Part II

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

1

Purpose(s) of conservation easements held by the organization (check all that apply)

☐ Preservation of land for public use (e g , recreation or education)

☐ Preservation of an historically important land area

☐ Protection of natural habitat

☐ Preservation of a certified historic structure

☐ Preservation of open space

2

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

2a

Total number of conservation easements

2b

Total acreage restricted by conservation easements

2c

Number of conservation easements on a certified historic structure included in (a)

2d

Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register

Held at the End of the Year

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

1b

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

(i) Revenue included on Form 990, Part VIII, line 1

► \$

(ii) Assets included in Form 990, Part X

► \$

2

If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items

a

Revenue included on Form 990, Part VIII, line 1

► \$

b

Assets included in Form 990, Part X

► \$

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

Cat No 52283D

Schedule D (Form 990) 2018

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3

Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply)

a

☐

Public exhibition

b

☐

Scholarly research

c

☐

Preservation for future generations

d

☐

Loan or exchange programs

e

☐

Other

4

Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII

5

During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?

☐ Yes

☐ No

Part IV

Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" 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 in 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	1,272,275,263	1,166,582,811	1,066,180,950	1,095,831,477	1,023,766,712
b	16,997,582	52,205,128	18,260,389	22,332,192	86,777,375
c	67,217,464	107,502,914	132,405,046	-3,684,445	29,941,058
d					
e	55,485,153	54,015,590	50,263,574	48,298,274	44,653,668
f					
g	1,301,005,156	1,272,275,263	1,166,582,811	1,066,180,950	1,095,831,477

2

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

a

Board designated or quasi-endowment

41 000 %

b

Permanent endowment

33 000 %

c

Temporarily restricted endowment

26 000 %

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

b

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

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

4

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

Part VI

Land, Buildings, and Equipment.

Complete if the organization answered "Yes" 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	2,539,336	5,269,261		7,808,597
b Buildings		745,323,082	436,437,732	308,885,350
c Leasehold improvements		114,868,505	99,843,462	15,025,043
d Equipment		402,379,862	330,055,493	72,324,369
e Other		3,834,182	2,789,529	1,044,653
Total. Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c))				405,088,012

Part VII

Investments—Other Securities. Complete if the organization answered "Yes" on Form 990, Part IV, line 11b.
See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other _____		
(A) PRIVATE EQUITY INVESTMENTS	216,844,394	F
(B) REAL ASSETS INVESTMENTS	147,382,492	F
(C) INVESTMENTS IN AFFILIATES	13,046,404	C
(D) OTHER MISCELLANEOUS INVESTMENT	475,890	F
(E)		
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, col (B) line 12) ▶	377,749,180	

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)Investments - Joint Venture	358,046,714	F
(2)Notes Receivable	16,699,428	F
(3)Private Research Investment	11,126,089	F
(4)OTHER MISCELLANEOUS INVESTMENT	6,699,413	F
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col (B) line 13) ▶	392,571,644	

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)	
Total. (Column (b) must equal Form 990, Part X, col (B) line 15) ▶	

Part X

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

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	0
Interest Rate Swap Liability	66,183,087
Assets Held of Behalf of Others	44,694,028
Other Liabilities - Gift Annuities	980,456
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col (B) line 25) ▶	111,857,571

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

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	
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		
e	Add lines 2a through 2d		2e	
3	Subtract line 2e from line 1		3	
4	Amounts included on Form 990, Part IX, line 25, but not on line 1 :			
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a		
b	Other (Describe in Part XIII)	4b		
c	Add lines 4a and 4b		4c	
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18)		5	

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, line 2, Part XI, lines 2d and 4b, and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Return Reference	Explanation
See Additional Data Table	

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

Return Reference	Explanation

Additional Data

Software ID:
Software Version:
EIN: 74-1613878
Name: Baylor College of Medicine

Supplemental Information

Return Reference	Explanation
SCHEDULE D, PART V, LINE 4	THE ENDOWMENT FUNDS ARE USED TO FUND MEDICAL RESEARCH AND MEDICAL EDUCATION, INCLUDING SCHOLARSHIPS AND STUDENT LOAN FUNDS

Supplemental Information	
Return Reference	Explanation
SCHEDULE D, PART X, LINE 2	MANAGEMENT ANNUALLY REVIEWS ITS TAX POSITIONS AND HAS DETERMINED THAT THERE ARE NO MATERIAL UNCERTAIN TAX POSITIONS THAT REQUIRE RECOGNITION ON THE ACCOMPANYING CONSOLIDATED BALANCE SHEETS AS OF JUNE 30, 2019 OR 2018

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SCHEDULE E (Form 990 or 990-EZ)		Schools ▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 13, or Form 990-EZ, Part VI, line 48. ▶ Attach to Form 990 or Form 990-EZ. ▶ Go to www.irs.gov/Form990EZ for the latest instructions.		OMB No 1545-0047	
				2018	
				Open to Public Inspection	
Department of the Treasury Name of the organization Baylor College of Medicine		Employer identification number 74-1613878			

Part I			YES	NO
1 Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?		1	Yes	
2 Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?		2	Yes	
3 Has the organization publicized its racially nondiscriminatory policy through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If "Yes," please describe If "No," please explain If you need more space use Part II		3	Yes	
4 Does the organization maintain the following?				
a Records indicating the racial composition of the student body, faculty, and administrative staff?		4a	Yes	
b Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?		4b	Yes	
c Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?		4c	Yes	
d Copies of all material used by the organization or on its behalf to solicit contributions? If you answered "No" to any of the above, please explain If you need more space, use Part II		4d	Yes	
5 Does the organization discriminate by race in any way with respect to				
a Students' rights or privileges?		5a		No
b Admissions policies?		5b		No
c Employment of faculty or administrative staff?		5c		No
d Scholarships or other financial assistance?		5d		No
e Educational policies?		5e		No
f Use of facilities?		5f		No
g Athletic programs?		5g		No
h Other extracurricular activities? If you answered "Yes" to any of the above, please explain If you need more space, use Part II		5h		No
6a Does the organization receive any financial aid or assistance from a governmental agency?		6a	Yes	
b Has the organization's right to such aid ever been revoked or suspended? If you answered "Yes" to either line 6a or line 6b, explain on Part II		6b		No
7 Does the organization certify that it has complied with the applicable requirements of sections 4 01 through 4 05 of Rev Proc 75-50, 1975-2 C B 587, covering racial nondiscrimination? If "No," explain on Part II		7	Yes	

Part II Supplemental Information. Provide the explanations required by Part I, lines 3, 4d, 5h, 6b, and 7, as applicable. Also provide any other additional information (see instructions).

Return Reference	Explanation
SCHEDULE E, PART I, LINE 3	THE COLLEGE INCLUDES A STATEMENT OF ITS RACIALLY NONDISCRIMINATORY POLICY AS TO STUDENTS IN ALL ITS BROCHURES AND CATALOGS DEALING WITH ADMISSIONS, PROGRAMS AND SCHOLARSHIPS
SCHEDULE E, PART I, LINE 6A	GOVERNMENT FINANCIAL AID BAYLOR COLLEGE OF MEDICINE PARTICIPATES IN THE FEDERAL STUDENT LOAN PROGRAMS, PERKINS PRIMARY CARE LOANS AND LOANS FOR DISADVANTAGED STUDENTS THE U S GOVERNMENT PROVIDES THE MONEY THAT THE COLLEGE LOANS TO STUDENTS AT 5% INTEREST THE PRINCIPAL AND INTEREST COLLECTED FROM THE STUDENTS IS USED TO RELOAN TO OTHER STUDENTS BAYLOR COLLEGE OF MEDICINE RECEIVES AID AND ASSISTANCE FROM GOVERNMENT AGENCIES, INCLUDING MEDICAL RESEARCH GRANTS FROM NIH, NSF, DOD, USDA, NASA, DOJ, TITLE IX FUNDING, PERKINS AND FEDERAL WORK-STUDY FROM THE DEPARTMENT OF EDUCATION STATE AGENCIES INCLUDE THE TEXAS COORDINATING BOARD, THE DSHS (DEPT OF STATE HEALTH SERVICES) AND THE DEPARTMENT OF TRANSPORTATION LOCAL AGENCIES INCLUDE THE HARRIS COUNTY HOSPITAL DISTRICT AND THE CITY OF HOUSTON

**SCHEDULE F
(Form 990)**

Department of the Treasury
Internal Revenue Service

Name of the organization
Baylor College of Medicine

Statement of Activities Outside the United States

- Complete if the organization answered "Yes" to Form 990, Part IV, line 14b, 15, or 16.
► Attach to Form 990.
► Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No 1545-0047

2018

**Open to Public
Inspection**

Employer identification number

74-1613878

Part I **General Information on Activities Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 14b.

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

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

3 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 region	(d) Activities conducted in region (by type) (e g , fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for and investments in region
See Add'l Data					
3a Sub-total	0	0			238,903,191
b Total from continuation sheets to Part I					
c Totals (add lines 3a and 3b)	0	0			238,903,191

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

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

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

Part III	Grants and Other Assistance to Individuals Outside the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 16.
-----------------	---

Part III can be duplicated if additional space is needed.

[illegible]

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, don't 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, don't file with Form 990)* ☐ Yes ☒ No

Part V **Supplemental Information**

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

ReturnReference	Explanation

Additional Data

Software ID:
Software Version:
EIN: 74-1613878
Name: Baylor College of Medicine

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
Central America and the Caribbean	0	0	Investments		12,760,026
East Asia and the Pacific	0	0	Investments		65,152,914

Form 990 Schedule F Part I - Activities Outside The United States					
(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
Europe (Including Iceland and Greenland)	0	0	Investments		137,524,010
Middle East and North Africa	0	0	Investments		800,582

Form 990 Schedule F Part I - Activities Outside The United States					
(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
North America	0	0	Investments		495,756
Russia and the Newly Independent States	0	0	Investments		571,707

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
South America	0	0	Investments		6,529,839
South Asia	0	0	Investments		5,100,444

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
Sub-Saharan Africa	0	0	Investments		9,257,795
Central America and the Caribbean	0	0	Program Services	CAPTIVE INSURANCE	710,118

Note: To capture the full content of this document, please select landscape mode (11" x 8.5") when printing.

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.
▶ Go to www.irs.gov/Form990 for the latest information.

OMB No 1545-0047

2018

Open to Public Inspection

Name of the organization
Baylor College of Medicine

Employer identification number
74-1613878

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

(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
(1) BCM INTL PEDIATRICS AIDS INIT ONE BAYLOR PLAZA BCM 200 HOUSTON, TX 77030	20-2951275	501(c)(3)	4,099,273				FUND PROGRAMS

- 2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ▶ 1
- 3 Enter total number of other organizations listed in the line 1 table ▶ 0

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 noncash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
(1) Scholarship and fellowships	3452	112,439,145			
(2)					
(3)					
(4)					
(5)					
(6)					
(7)					

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

Return Reference	Explanation
SCHEDULE I, PART I, LINE 2	GRANTS AND OTHER ASSISTANCE TO INDIVIDUALS ARE PROVIDED IN THE FORM OF STIPENDS TO RESIDENTS, POST-DOCTORAL AND GRADUATE STUDENTS. THE STIPENDS ARE SUBJECT TO ALL OF THE PAYROLL SYSTEM CONTROLS, TIME SHEETS, EFFORT REPORTING AND OTHER PAYROLL CONTROLS. THE REMAINING GRANTS USE TUITION SCHOLARSHIPS WHICH ARE APPLIED DIRECTLY TO TUITION AND FEES WITHIN THE ACCOUNTING SYSTEM TO WHICH THE STUDENT HAS NO ACCESS.

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.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No 1545-0047

2018

Open to Public Inspection

Name of the organization
Baylor College of Medicine

Employer identification number
74-1613878

Part I Questions Regarding Compensation		Yes	No
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			
☐ First-class or charter travel	☐ Housing allowance or residence for personal use		
☐ Travel for companions	☐ Payments for business use of personal residence		
☐ Tax indemnification and gross-up payments	☐ Health or social club dues or initiation fees		
☐ Discretionary spending account	☐ Personal services (e g , maid, chauffeur, chef)		
b If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain		1b	
2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked in line 1a?		2	
3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director Check all that apply Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III			
☒ Compensation committee	☒ Written employment contract		
☒ Independent compensation consultant	☒ Compensation survey or study		
☐ Form 990 of other organizations	☒ Approval by the board or compensation committee		
4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization			
a Receive a severance payment or change-of-control payment?		4a	No
b Participate in, or receive payment from, a supplemental nonqualified retirement plan?		4b	No
c Participate in, or receive payment from, an equity-based compensation arrangement?		4c	No
If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III			
Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.			
5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of			
a The organization?		5a	No
b Any related organization?		5b	No
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?		6a	No
b Any related organization?		6b	No
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 in lines 5 and 6? If "Yes," describe in Part III		7	Yes
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		8	No
9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?		9	

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that are not listed on Form 990, Part VII.

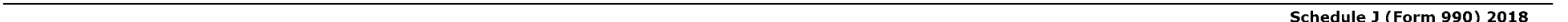
Note. The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

[illegible]

Part III **Supplemental Information**

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

Return Reference	Explanation
SCHEDULE J, PART I, LINE 7	CERTAIN EXECUTIVES AND MANAGEMENT TEAM MEMBERS ARE ELIGIBLE FOR DISCRETIONARY INCENTIVE BONUSES DETERMINED THROUGH A REVIEW OF SPECIFIC PERFORMANCE METRICS



Additional Data

Software ID:
Software Version:
EIN: 74-1613878
Name: Baylor College of Medicine

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

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
ROBERT F CORRIGAN JR SR VP & GENERAL COUNSEL, SECR	(i)	467,500	46,750	55,272	22,738	17,168	609,428	46,750
	(ii)				0	0	0	0
KIMBERLY COTNER DAVID SR VP & CHIEF BUSINESS OFFICER	(i)	600,000	60,000	61,242	22,738	17,447	761,427	60,000
	(ii)				0	0	0	0
JAMES P DIGAN SVP, INSTITUTIONAL ADVANCEMENT	(i)	342,308	50,000	20,862	22,482	12,930	448,582	0
	(ii)				0	0	0	0
JOE DOTY SR VP & CHIEF OPERATING OFFICE	(i)	488,731	45,000	7,060	67,738	17,512	626,041	0
	(ii)				0	0	0	0
PAUL E KLOTMAN MD PRESIDENT & CEO, Executive Dean	(i)	1,448,077	700,000	439,011	797,738	15,602	3,400,428	373,333
	(ii)				0	0	0	0
ADAM KUSPA SR VP & DEAN OF RESEARCH	(i)	420,000	63,000	42,322	22,738	14,915	562,975	40,000
	(ii)				0	0	0	0
JAMES T MCDEAVITT MD SVP & DEAN OF CLINICAL AFFAIRS	(i)	847,000	77,000	87,404	65,088	17,067	1,093,559	84,700
	(ii)				0	0	0	0
ALICIA MONROE MD SR VP PROVOST & DEAN OF ACAD	(i)	530,000	53,000	4,476	75,738	15,523	678,737	0
	(ii)				0	0	0	0
JULIE B NICKELL VP & CHIEF FINANCIAL OFFICER	(i)	371,895	37,275	7,355	22,738	17,109	456,372	0
	(ii)				0	0	0	0
LORIE TABAK CHIEF OF STAFF	(i)	420,000	42,000	810	64,738	16,518	544,066	0
	(ii)				0	0	0	0
Ashok Balasubramanyam VP ACAD INTEGR/SR ASSOC DEAN	(i)	450,000	45,900	9,764	22,738	15,217	543,619	0
	(ii)				0	0	0	0
Claire Bassett VP Public Affairs	(i)	279,923	27,090	2,322	49,828	14,636	373,799	0
	(ii)				0	0	0	0
Michael A Belfort MD Chair, Dept of OBGYN	(i)	927,500	64,750	3,564	22,738	15,857	1,034,409	0
	(ii)				0	0	0	0
Jennifer G Christner Dean - School Of Medicine	(i)	325,000	32,500	810	22,738	13,977	395,025	0
	(ii)				0	0	0	0
Hashem El-Serag MD Chair, Dept of Medicine	(i)	505,000	53,758	4,342	22,738	15,734	601,572	0
	(ii)				0	0	0	0
Richard A Gibbs PhD Dir of Human Genome Sequencing	(i)	380,000	38,000	3,564	22,738	14,520	458,822	0
	(ii)				0	0	0	0
Wayne Goodman MD Chair, Dept of Psychiatry	(i)	540,000	21,600	10,391	22,738	15,548	610,277	0
	(ii)				0	0	0	0
Helen E Heslop MD DIR FOR CENTER FOR CELL/GENE	(i)	510,000	20,400	3,564	22,738	15,730	572,432	0
	(ii)				0	0	0	0
PETER J HOTEZ MD PHD Dean-Nat School of Trop Med	(i)	558,342	29,638	3,564	22,738	15,857	630,139	0
	(ii)				0	0	0	0
Mark W Kline MD Chair, Dept of Pediatrics	(i)	1,025,000		3,564	22,738	15,861	1,067,163	0
	(ii)				0	0	0	0

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees								
(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
Brendan Lee MD PhD Chair, Dept of Molec/Human Gene	(i)	600,000	54,000	1,242	22,738	15,897	693,877	0
	(ii)	-----	-----	-----	0	0	0	0
Robert J McLaughlin Dean - School of Health Profes	(i)	215,000	21,500	3,010	17,938	12,786	270,234	0
	(ii)	-----	-----	-----	0	0	0	0
Eli M Mizrahi MD Chair, Dept of Neurology	(i)	461,250	54,002	4,191	22,738	15,063	557,244	0
	(ii)	-----	-----	-----	0	0	0	0
Bert O'Malley Chancellor	(i)	470,000	61,100	1,236	22,738	14,817	569,891	0
	(ii)	-----	-----	-----	0	0	0	0
Joseph Petrosino PhD CHAIR MOLECULAR VIROL & MICRO	(i)	251,499	75,000	720	18,701	12,881	358,801	0
	(ii)	-----	-----	-----	0	0	0	0
Eric Rohren MD Chair, Dept of Radiology	(i)	725,000	90,625	4,342	22,738	15,882	858,587	0
	(ii)	-----	-----	-----	0	0	0	0
Todd K Rosengart MD Chair, Dept of Surgery	(i)	1,170,000	172,300	2,322	22,738	15,861	1,383,221	0
	(ii)	-----	-----	-----	0	0	0	0
Timothy Stout MD Chair, Dept of Ophthalmology	(i)	800,000	24,000	2,322	22,738	15,872	864,932	0
	(ii)	-----	-----	-----	0	0	0	0
William D Walker VP - Chief Investment Officer	(i)	480,000	319,200	5,217	22,738	18,321	845,476	0
	(ii)	-----	-----	-----	0	0	0	0
Roger Zoorob MD Chair, Dept Fam/Community Med	(i)	450,000	56,250	2,322	22,738	15,211	546,521	0
	(ii)	-----	-----	-----	0	0	0	0
JOSEPH COSELLI MD PROFESSOR, SURGERY/CARDIO	(i)	2,100,000		4,191	22,738	15,602	2,142,531	0
	(ii)	-----	-----	-----	0	0	0	0
JOHN GOSS PROF SURG/ABDOMINAL TRANS	(i)	1,442,250	27,540	5,422	22,738	15,861	1,513,811	0
	(ii)	-----	-----	-----	0	0	0	0
Joseph Lamelas PROF SURGERY/CARDIAC/THORACIC	(i)	2,200,000	154,286	2,322	22,738	15,861	2,395,207	0
	(ii)	-----	-----	-----	0	0	0	0
CHRISTOPHER LAVERGNE ASSISTANT PROFESSOR BSLMG	(i)	586,500	894,645	1,242	22,738	15,037	1,520,162	0
	(ii)	-----	-----	-----	0	0	0	0
HOWARD WEINER PROFESSOR, TCH NEUROSURGERY	(i)	1,287,500	107,100	14,722	22,738	15,861	1,447,921	0
	(ii)	-----	-----	-----	0	0	0	0
DAVID H BERGER VP, CMO Mcnair Facility	(i)	125,000		1,032	10,738	11,632	148,402	0
	(ii)	-----	-----	-----	0	0	0	0
MICHAEL COBURN Chair, Dept of Urology	(i)	699,100	41,246	3,564	22,738	15,886	782,534	0
	(ii)	-----	-----	-----	0	0	0	0
THOMAS R HUNT III Chair, Dept of Orthopedic Surg	(i)	825,000	35,370	2,322	22,738	15,870	901,300	0
	(ii)	-----	-----	-----	0	0	0	0
Maya S Suresh MD Chair, Dept of Anesthesiology	(i)	579,200		4,326	22,738	15,476	621,740	0
	(ii)	-----	-----	-----	0	0	0	0
Thomas M Wheeler MD Chair, Dept of Pathology	(i)	800,000	199,797	4,191	22,738	15,613	1,042,339	0
	(ii)	-----	-----	-----	0	0	0	0

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees								
(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
DANIEL YOSHOR Chair, Dept of Neurosurgery	(i)	1,101,262	89,820	29,142	22,738	15,861	1,258,823	0
	(ii)	- - - - -	- - - - -	- - - - -	0	0	0	0

Note: To capture the full content of this document, please select landscape mode (11" x 8.5") when printing.

Schedule K
(Form 990)

Supplemental Information on Tax-Exempt Bonds

OMB No 1545-0047

2018

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization

Baylor College of Medicine

► Complete if the organization answered "Yes" to Form 990, Part VI, line 24a. Provide descriptions, explanations, and any additional information in Part VI.
► Attach to Form 990.
► Go to www.irs.gov/Form990 for the latest information.

Employer identification number

74-1613878

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) Pool financing	
						Yes	No	Yes	No	Yes	No
A HARRIS CNTY CLTRL EDC HLTH FAC FIN CO	76-0337885	4140008BK	09-06-2012	364,304,718	RFND PRIOR BOND ISS, SEE PART IV		X		X		X
B HARRIS CNTY CLTRL EDC HLTH FAC FIN CO	76-0337885	414008CF7	05-11-2016	161,280,204	RFND BOND ISSUES 08/27/2008		X		X		X
C HARRIS CNTY CLTRL EDC HLTH FAC FIN CO	76-0337885	414008CJ9	05-29-2019	150,000,000	RFND BONDS ISSUED 06/17/2015		X		X		X

Part II Proceeds

		A		B		C		D	
1	Amount of bonds retired	164,825,000		6,630,000		0			
2	Amount of bonds legally defeased	0		0		0			
3	Total proceeds of issue	364,304,718		164,597,903		150,000,000			
4	Gross proceeds in reserve funds	0		0		0			
5	Capitalized interest from proceeds	0		0		0			
6	Proceeds in refunding escrows	0		0		0			
7	Issuance costs from proceeds	3,150,117		1,371,449		0			
8	Credit enhancement from proceeds	48,500		0		0			
9	Working capital expenditures from proceeds	0		0		0			
10	Capital expenditures from proceeds	0		8,871,685		0			
11	Other spent proceeds	361,106,101		154,354,689		150,000,000			
12	Other unspent proceeds	0		80		0			
13	Year of substantial completion			2018					
		Yes	No	Yes	No	Yes	No	Yes	No
14	Were the bonds issued as part of a current refunding issue?	X			X	X			
15	Were the bonds issued as part of an advance refunding issue?		X	X			X		
16	Has the final allocation of proceeds been made?	X			X	X			
17	Does the organization maintain adequate books and records to support the final allocation of proceeds?	X		X		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		X		X		
2	Are there any lease arrangements that may result in private business use of bond-financed property?		X		X		X		

Part III Private Business Use (Continued)									
		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
3a	Are there any management or service contracts that may result in private business use of bond-financed property?	X		X		X			
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		X		X			
c	Are there any research agreements that may result in private business use of bond-financed property?		X		X		X		
d	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?								
4	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 ▶	0 300 %		0 %		0 300 %			
5	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 ▶	0 %		0 %		0 %			
6	Total of lines 4 and 5	0 300 %		0 %		0 300 %			
7	Does the bond issue meet the private security or payment test? . . .		X		X		X		
8a	Has there been a sale or disposition of any of the bond-financed property to a nongovernmental person other than a 501(c)(3) organization since the bonds were issued?		X		X		X		
b	If "Yes" to line 8a, enter the percentage of bond-financed property sold or disposed of . .								
c	If "Yes" to line 8a, was any remedial action taken pursuant to Regulations sections 1 141-12 and 1 145-2?		X		X		X		
9	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		X		X			

Part IV Arbitrage									
		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
1	Has the issuer filed Form 8038-T, Arbitrage Rebate, Yield Reduction and Penalty in Lieu of Arbitrage Rebate?		X		X		X		
2	If "No" to line 1, did the following apply?								
a	Rebate not due yet?		X	X			X		
b	Exception to rebate?		X		X	X			
c	No rebate due?	X			X		X		
	If "Yes" to line 2c, provide in Part VI the date the rebate computation was performed								
3	Is the bond issue a variable rate issue?		X		X	X			
4a	Has the organization or the governmental issuer entered into a qualified hedge with respect to the bond issue?		X		X		X		
b	Name of provider	0		0		0			
c	Term of hedge								
d	Was the hedge superintegrated?								
e	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		X		X		
b Name of provider	0		0		0			
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		X		X		
7 Has the organization established written procedures to monitor the requirements of section 148?	X		X		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 is not available under applicable regulations?	X		X		X			

Part VI Supplemental Information. Provide additional information for responses to questions on Schedule K (see instructions).

Return Reference	Explanation
SCHEDULE K, PART I, LINE A	BAYLOR COLLEGE OF MEDICINE RESTRUCTURED ITS DEBT IN SEPTEMBER 2012 THE 1999A BONDS, THE 2007A BONDS, THE 2007B BONDS, THE 2008A, B, C SERIES BONDS, AND THE 2008E BONDS WERE REFUNDED BY THE 2012A, B, C SERIES BONDS SCHEDULE K, PART I, LINE B THE 2008D BONDS WERE DEFEASED IN MAY 2016 WITH THE PROCEEDS FROM THE 2016 BOND SERIES NEW MONEY PROCEEDS WERE USED TO FUND CAPITAL IMPROVEMENTS SCHEDULE K, PART I, LINE C IN 2019 BAYLOR COLLEGE OF MEDICINE REFUNDED ITS 2015 DIRECT BANK LOAN AND 2015 floating rate note WITH THE PROCEEDS FROM ITS 2019 SERIES BONDS SCHEDULE K, PART II, LINE 3B BAYLOR COLLEGE OF MEDICINE EARNED \$3,317,619 IN INTEREST GENERATED BY PROCEEDS FROM THE 2016 BOND SERIES SCHEDULE K, PART IV, LINE 2A CALCULATION FOR BONDS IN COLUMN A WAS PERFORMED ON SEPTEMBER 6, 2017

SCHEDULE M
(Form 990)

Department of the Treasury
Internal Revenue Service

Noncash Contributions

►Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.
► Attach to Form 990.
►Go to www.irs.gov/Form990 for the latest information.

OMB No 1545-0047

2018

Open to Public Inspection

Name of the organization
Baylor College of Medicine

Employer identification number
74-1613878

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	105	12,267,155	High & Low Average
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 ► (<u>Equipment</u>)	X	227	9,241,392	Cost
26 Other ► (<u> </u>)				
27 Other ► (<u> </u>)				
28 Other ► (<u> </u>)				

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

30a

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

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 did not report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II

Yes

No

No

Yes

No

No

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

Cat No 51227J

Schedule M (Form 990) (2018)

Part II**Supplemental Information.**

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

Return Reference	Explanation
SCHEDULE M, PART I, COLUMN (B)	THE ORGANIZATION IS REPORTING THE NUMBER OF CONTRIBUTIONS RECEIVED IN COLUMN (B)

SCHEDULE O (Form 990 or 990-EZ)

Department of the Treasury

Name of the organization
Baylor College of Medicine

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.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No 1545-0047

2018

**Open to Public
Inspection**

Employer identification number

74-1613878

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION A, LINE 1	THE BYLAWS, AT SECTION 2 13, PROVIDE FOR AN EXECUTIVE COMMITTEE THAT MAY EXERCISE THE AUTHORITY OF THE BOARD OF TRUSTEES IN THE MANAGEMENT OF THE COLLEGE, INCLUDING, BUT WITHOUT LIMITATION, THE AUTHORITY TO EXECUTE AGREEMENTS THE BOARD OF TRUSTEES APPOINTS MEMBERS TO THE EXECUTIVE COMMITTEE ALL MEMBERS OF THE EXECUTIVE COMMITTEE MUST BE MEMBERS OF THE BOARD OF TRUSTEES CURRENTLY, THERE ARE 14 EXECUTIVE COMMITTEE MEMBERS FORM 990, PART VI, SECTION A, LINE 2 FAMILY OR BUSINESS RELATIONSHIPS - Trustee Paul W Hobby has a business relationship with Fred R Lummis - Trustee Marc J Shapiro has a business relationship with Robert L Brewton - Trustee Larry P Heard has a business relationship with Fred R Lummis and John R Huff FORM 990, PART VI, SECTION A, LINE 7A THE COLLEGE IS GOVERNED BY A BOARD OF TRUSTEES OF NOT MORE THAN 50 MEMBERS THERE ARE THREE GROUPS OF TRUSTEES THE FIRST GROUP, NUMBERING 12, IS APPOINTED BY, AND SERVES AT THE PLEASURE OF, BAYLOR UNIVERSITY THE SECOND GROUP, NUMBERING 36, APPOINT AND RE-APPOINT THEMSELVES THE THIRD GROUP, NUMBERING 2, IS APPOINTED BY, AND SERVES AT THE PLEASURE OF, CHI ST LUKE'S HEALTH

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION A, LINE 7B	IN 1969, BAYLOR UNIVERSITY FORMED, AND CONVEYED CERTAIN ASSETS OWNED BY BAYLOR UNIVERSITY TO, BCM AT SUCH TIME, SUBJECT TO THE GOVERNANCE PROVISIONS DESCRIBED IN THIS SCHEDULE "O" , BCM BECAME "INDEPENDENT" OF BAYLOR UNIVERSITY AS A CONDITION TO THE CONVEYANCE OF SUCH ASSETS AND THE RELATED FORMATION OF BCM, BAYLOR UNIVERSITY RETAINED CERTAIN APPROVAL RIGHTS REFLECTED IN BCM'S CERTIFICATE OF FORMATION AND DESCRIBED BELOW ANY MERGER, CONSOLIDATION, DISSOLUTION OR DISCONTINUANCE BY OTHER FORM OF TRANSACTION MUST BE APPROVED BY BOTH A MAJORITY OF THE TRUSTEES OF THIS BCM AND A MAJORITY OF THE MEMBERS OF THE BOARD OF TRUSTEES OF BAYLOR UNIVERSITY NO SUCH PLAN OF MERGER, CONSOLIDATION, DISSOLUTION, OR DISCONTINUANCE BY OTHER FORM OF TRANSACTION SHALL BE ADOPTED UNLESS SUCH PLAN REQUIRES THE ASSETS OF THIS CORPORATION TO BE TRANSFERRED TO A NON-PROFIT EDUCATIONAL OR SCIENTIFIC ORGANIZATION THAT IS QUALIFIED AS A CHARITABLE ORGANIZATION UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE OF 1986, AS AMENDED

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 11B	THE AUDIT, COMPLIANCE AND RISK MANAGEMENT COMMITTEE OF THE BOARD OF TRUSTEES REVIEWS BCM'S IRS FORM 990 FOLLOWING SUCH REVIEW, COPIES OF BCM'S IRS FORM 990 ARE CIRCULATED TO ALL BCM TRUSTEES PRIOR TO FILING

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 12C	BCM POLICY PROVIDES THAT ALL OFFICERS AND TRUSTEES MUST FILL OUT CONFLICT OF INTEREST DISCLOSURE FORMS ANNUALLY. THE CHAIR OF THE AUDIT, COMPLIANCE AND RISK MANAGEMENT COMMITTEE ENSURES COMPLIANCE WITH THE CONFLICT OF INTEREST POLICY AND REVIEWS COMPLETED FORMS, CONSULTING WITH THE GENERAL COUNSEL AND VICE PRESIDENT OF COMPLIANCE AS APPROPRIATE. THE CHAIR REPORTS TO THE BOARD OF TRUSTEES AS NECESSARY, BUT AT LEAST ANNUALLY, ON FINDINGS.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINES 15A AND 15B	ANNUALLY THE COLLEGE HIRES A QUALIFIED INDEPENDENT COMPENSATION CONSULTANT TO REVIEW AND ASSESS CURRENT COMPENSATION AND ANY PROPOSED MODIFICATIONS FOR THE PRESIDENT AND CHIEF EXECUTIVE OFFICER, OTHER SENIOR OFFICERS, CHAIRS, DEANS, VICE PRESIDENTS, AND THOSE EMPLOYEES EARNING OVER A CERTAIN DOLLAR THRESHOLD. THE COMPENSATION AND HUMAN RESOURCES COMMITTEE OF THE BOARD OF TRUSTEES (THE "C&HR COMMITTEE") REVIEWS AND, IN RELIANCE ON THE REPORT FROM THE INDEPENDENT COMPENSATION CONSULTANT WHICH INCLUDES AN OPINION ON THE "REASONABLENESS" OF PROPOSED COMPENSATION, APPROVES AND MAY MODIFY THE COMPENSATION FOR THE PRESIDENT AND CHIEF EXECUTIVE OFFICER. THE COMMITTEE DOCUMENTS THE BASIS FOR ITS DETERMINATION ON SUCH COMPENSATION CONCURRENTLY WITH MAKING THE DETERMINATION. ANNUALLY THE PRESIDENT AND CHIEF EXECUTIVE OFFICER, AFTER CONSULTING THE REPORT FROM THE QUALIFIED INDEPENDENT COMPENSATION CONSULTANT, MAY RECOMMEND CHANGES TO COMPENSATION FOR OTHER SENIOR OFFICERS, CHAIRS, DEANS, VICE PRESIDENTS, AND THOSE EMPLOYEES EARNING OVER A CERTAIN DOLLAR THRESHOLD. THE C&HR COMMITTEE REVIEWS THE PRESIDENT'S RECOMMENDATION AND, IN RELIANCE ON THE REPORT FROM THE INDEPENDENT COMPENSATION CONSULTANT THAT INCLUDES AN OPINION ON THE "REASONABLENESS" OF PROPOSED COMPENSATION, APPROVES AND MAY MODIFY THE COMPENSATION FOR OTHER SENIOR OFFICERS, CHAIRS, DEANS, VICE PRESIDENTS, AND THOSE EMPLOYEES EARNING OVER A CERTAIN DOLLAR THRESHOLD. THE COMMITTEE DOCUMENTS THE BASIS FOR ITS DETERMINATION ON SUCH COMPENSATION CONCURRENTLY WITH MAKING THE DETERMINATION.

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION C, LINE 19	THE GOVERNING DOCUMENTS AND CONFLICT OF INTEREST POLICY ARE MADE AVAILABLE UPON REQUEST T HE AUDITED FINANCIALS ARE ON THE ELECTRONIC MUNICIPAL MARKET ACCESS (EMMA) WEBSITE

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION ANSWERING TOTAL FEES 958081

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION BANKING TOTAL FEES 485381

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION BUILDING MAINTENANCE TOTAL FEES 3593

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION OUTSIDE BILLING TOTAL FEES 2745834

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION CATERING TOTAL FEES 2997029

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION SUBCONTRACTORS TOTAL FEES 4042270

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION CONSULTATION TOTAL FEES 11355226

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION MAINTENANCE CONTRACTS TOTAL FEES 11086526

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION CUSTODIAL TOTAL FEES 1477963

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION CCM CHARGES TOTAL FEES 14113425

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION ELECTRONIC TOTAL FEES 82656

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION ELECTRICAL TOTAL FEES 183686

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION HONORARIUMS TOTAL FEES 312704

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION SERVICE AWARDS TOTAL FEES 76663

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION HOSPITAL COSTS TOTAL FEES 558251

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION SPECIALIZED SERVICE FACILITIES TOTAL FEES 21851643

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION LABORATORY ANALYSIS TOTAL FEES 15580335

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION LAUNDRY TOTAL FEES 318677

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION LIBRARY TOTAL FEES 3025969

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION PHOTOGRAPHIC TOTAL FEES 38418

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION PRINT SHOP TOTAL FEES 129683

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION RECRD STORAGE/RETRV TOTAL FEES 571867

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION ENVIRON SAFETY CHGS TOTAL FEES 51852

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION REIMBURSEMENT SALARY/FRINGE TOTAL FEES 1955845

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION REPAIRS TOTAL FEES 759501

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION WORK ORDER TOTAL FEES 18587415

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION SUBCONTRACTS TOTAL FEES 51290954

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION TRANSPORTATION TOTAL FEES 63779

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION TEMPORARY HELP TOTAL FEES 3731031

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION TRANSCRIPTION TOTAL FEES 56698

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION OTHER TOTAL FEES 42908859

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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.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No 1545-0047

2018

Open to Public Inspection

Name of the organization Baylor College of Medicine	Employer identification number 74-1613878
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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
(1) BAYLOR GLOBAL HEALTH GROUP LLC ONE BAYLOR PLAZA BCM 200 HOUSTON, TX 770303498 82-2873850	INACTIVE	TX	0	0	BCMT
(2) MAIRUS WELLNESS LLC ONE BAYLOR PLAZA BCM 200 HOUSTON, TX 770303498 82-2862023	INACTIVE	TX	0	0	BCMT
(3) COMMUNITY PATHOLOGY ASSOCIATES OF TEXAS ONE BAYLOR PLAZA BCM 200 HOUSTON, TX 770303498 82-2808869	INACTIVE	TX	0	0	BCM
(4) COMMUNITY PATHOLOGY PLLC ONE BAYLOR PLAZA BCM 200 HOUSTON, TX 770303498 20-2594142	INACTIVE	TX	0	0	BCM
(5) BCM COMMUNITY PHYSICIANS ONE BAYLOR PLAZA BCM 200 HOUSTON, TX 770303498 74-1613878	INACTIVE	TX	0	0	BCM
(6) BCM PHYSICIAN ORGANIZATION LLC ONE BAYLOR PLAZA BCM 200 HOUSTON, TX 770303498 74-1613878	INACTIVE	TX	0	0	BCM

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
(1)AFFILIATED MEDICAL SERVICES ONE BAYLOR PLAZA BCM 200 HOUSTON, TX 77030 76-0259042	HEALTH CARE	TX	501(c)(3)	12-TYPE 1	NA		No
(2)BAYLOR MEDICAL FOUNDATION ONE BAYLOR PLAZA BCM 200 HOUSTON, TX 77030 74-1490000	SUPPORT BCM	TX	501(c)(3)	12-TYPE 2	BCM	Yes	
(3)BCM INTL PEDIATRIC AIDS INITIATIVE ONE BAYLOR PLAZA BCM 200 HOUSTON, TX 77030 20-2951275	HEALTH CARE	TX	501(c)(3)	12-TYPE 1	BCM	Yes	
(4)NATIONAL SPACE BIOMEDICAL RESEARCH INS ONE BAYLOR PLAZA BCM 200 HOUSTON, TX 77030 76-0548799	BIOMEDL RSRCH	TX	501(c)(3)	7	BCM	Yes	
(5)BAYLOR COLLEGE OF MEDICINE HEALTHCARE ONE BAYLOR PLAZA BCM 200 HOUSTON, TX 77030 76-0481211	HLTHCARE DEL	TX	501(c)(3)	3	BCM	Yes	
(6)FIDELITY NON-MANAGEMENT FOUNDATION 11 KEEWAYDIN DR STE 100 HOUSTON, TX 77030 22-3195349	SUPPORT ORG	DE	501(c)(3)	12-TYPE 1	NA		No

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

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

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

See Additional Data Table

(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

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

1a Yes

b Gift, grant, or capital contribution to related organization(s)

1b Yes

c Gift, grant, or capital contribution from related organization(s)

1c Yes

d Loans or loan guarantees to or for related organization(s)

1d Yes

e Loans or loan guarantees by related organization(s)

1e

No

f Dividends from related organization(s)

1f

No

g Sale of assets to related organization(s)

1g

No

h Purchase of assets from related organization(s)

1h

No

i Exchange of assets with related organization(s)

1i

No

j Lease of facilities, equipment, or other assets to related organization(s)

1j

No

k Lease of facilities, equipment, or other assets from related organization(s)

1k

No

l Performance of services or membership or fundraising solicitations for related organization(s)

1l Yes

m Performance of services or membership or fundraising solicitations by related organization(s)

1m

No

n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)

1n

No

o Sharing of paid employees with related organization(s)

1o

No

p Reimbursement paid to related organization(s) for expenses

1p

No

q Reimbursement paid by related organization(s) for expenses

1q Yes

r Other transfer of cash or property to related organization(s)

1r Yes

s Other transfer of cash or property from related organization(s)

1s

No

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

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

[illegible]

Part VII **Supplemental Information**

Provide additional information for responses to questions on Schedule R (see instructions)

Return Reference	Explanation

Additional Data

Software ID:
Software Version:
EIN: 74-1613878
Name: Baylor College of Medicine

Form 990, Schedule R, Part I - Identification of Disregarded Entities

(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
(1) BAYLOR GLOBAL HEALTH GROUP LLC ONE BAYLOR PLAZA BCM 200 HOUSTON, TX 770303498 82-2873850	INACTIVE	TX	0	0	BCMT
(1) MAIRUS WELLNESS LLC ONE BAYLOR PLAZA BCM 200 HOUSTON, TX 770303498 82-2862023	INACTIVE	TX	0	0	BCMT
(2) COMMUNITY PATHOLOGY ASSOCIATES OF TEXAS ONE BAYLOR PLAZA BCM 200 HOUSTON, TX 770303498 82-2808869	INACTIVE	TX	0	0	BCM
(3) COMMUNITY PATHOLOGY PLLC ONE BAYLOR PLAZA BCM 200 HOUSTON, TX 770303498 20-2594142	INACTIVE	TX	0	0	BCM
(4) BCM COMMUNITY PHYSICIANS ONE BAYLOR PLAZA BCM 200 HOUSTON, TX 770303498 74-1613878	INACTIVE	TX	0	0	BCM
(5) BCM PHYSICIAN ORGANIZATION LLC ONE BAYLOR PLAZA BCM 200 HOUSTON, TX 770303498 74-1613878	INACTIVE	TX	0	0	BCM

Form 990, Schedule R, Part IV - Identification of Related Organizations Taxable as a Corporation or Trust

(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
(1) BCM TECHNOLOGIES INC 2450 HOLCOMBE BLVD SUITE 13 HOUSTON, TX 77021 76-0112935	INVESTMENT	DE	BCM	C Corp	285,142	1,496,850	100 000 %	Yes	
(1) PRESCRIPTIVE INSURANCE COMPANY LTD 22 LIME TREE BAY AVE PO BOX 1051 GRAND CAYMAN FC CJ 74-1613878	LIABILITY INS	CJ	BCM	C CORP	57,346	940,843	100 000 %	Yes	
(2) DIVERSIGEN INC 2450 HOLCOMBE BLVD SUITE 13 HOUSTON, TX 77021 46-3679329	RESEARCH SERVICES	TX	BCM	C CORP	1,377,432	4,374,702	76 600 %	Yes	
(3) FUNDATIA BAYLOR-MAREA NEGRA STR PRELUNGIREA LILIACULUI NR 10 CONSTANTA RO	PEDIATRIC AIDS	RO	BIPAI	C CORP				Yes	
(4) BCM-BMS CHILDREN'S CLINICAL COE- LESOTHO PRIVATE BAG A191 MASERU 100 LE	PEDIATRIC AIDS	LT	BIPAI	C CORP				Yes	
(5) BCM CHILDREN'S FOUNDATION MALAWI AMINA HOUSE GROUND FL PRIVATE BAG B LILONGWE MI	PEDIATRIC AIDS	MI	BIPAI	C CORP				Yes	
(6) BCM-BMS CHILDREN'S CLINICAL COE- UGANDA UPPER MULAGO HOSPITAL WARD 15 KAMP KAMPALA UG	PEDIATRIC AIDS	UG	BIPAI	C CORP				Yes	
(7) BAYLOR CHILDREN'S FOUNDATION COLOMBIA CRA 70 NO 119A-33 OFI 201 BOGOTA DC CO	PEDIATRIC AIDS	CO	BIPAI	C CORP				Yes	
(8) BCM CHILDREN'S FOUNDATION ARGENTINA LA RIOJA 626 NEUQUEN QAXC AR	PEDIATRIC AIDS	AR	BIPAI	C CORP				Yes	
(9) DEEP BIO INC 2 GREENWAY PLZ 910 HOUSTON, TX 77046 47-5179971	RESEARCH SERVICES	TX	BCMT	C CORP				Yes	
(10) ANIZOME INC 2450 HOLCOMBE BLVD SUITE 13 HOUSTON, TX 770212040 46-3679329	MICROBIOME	TX	NA	C CORP	-13,410	168,174	62 900 %	Yes	
(11) COREGON INC ONE BAYLOR PLAZA BCM 200 HOUSTON, TX 770303498 47-3124084	INACTIVE	TX	BCM	C CORP	0	0	100 000 %	Yes	
(12) BCM RADIOLOGY ASSOCIATES ONE BAYLOR PLAZA BCM 200 HOUSTON, TX 770303498 20-4258051	INACTIVE	TX	BCM	C CORP	0	0	100 000 %	Yes	

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

(a) Name of related organization	(b) Transaction type(a-s)	(c) Amount Involved	(d) Method of determining amount involved
(1) AFFILIATED MEDICAL SERVICES	q	160,688,047	General Ledger
(1) FIDELITY NON-MANAGEMENT FOUNDATION	C	6,000,000	GENERAL LEDGER
(2) BAYLOR INT PEDIATRIC AIDS INITIATIVE	b	4,099,273	General Ledger
(3) BAYLOR COLLEGE OF MEDICINE HEALTHCARE	l	919,888	General Ledger
(4) BCM TECHNOLOGIES INC	d	729,692	General Ledger
(5) BCM TECHNOLOGIES INC	l	113,101	General Ledger
(6) DIVERSIGEN	a	71,103	General Ledger
(7) PRESCRIPTIVE INSURANCE COMPANY LTD	r	710,118	General Ledger