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Form 990

Department of the TreasuryInternal Revenue Service

Return of Organization Exempt From Income Tax

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

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

Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

2019

Open to Public Inspection

A For the 2019 calendar year, or tax year beginning 01-01-2019 , and ending 12-31-2019

B Check if applicable:

☐ Address change

☐ Name change

☐ Initial return

☐ Final return/terminated

☐ Amended return

☐ Application pending

C Name of organization

PROJECT MANAGEMENT INSTITUTE

% CHRISTINE MILLAWAY

Doing business as

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

14 CAMPUS BOULEVARD

Room/suite

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

NEWTOWN SQUARE, PA 19073

F Name and address of principal officer:

Sunil PRASHARA

14 CAMPUS BOULEVARD

NEWTOWN SQUARE, PA 19073

D Employer identification number

23-1887442

E Telephone number

(610) 356-4600

G Gross receipts \$

399,580,484

I Tax-exempt status:

☐ 501(c)(3)

☒ 501(c) ( 6 ) ◀ (insert no.)

☐ 4947(a)(1) or

☐ 527

J Website: ▶

WWW.PMI.ORG

K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other ▶

L Year of formation: 1969

M State of legal domicile: PA

Part ISummary

Activities & Governance

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

SEE SCHEDULE O

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

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

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

5 Total number of individuals employed in calendar year 2019 (Part V, line 2a)

6 Total number of volunteers (estimate if necessary)

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

7b Net unrelated business taxable income from Form 990-T, line 39

Revenue

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

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

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

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

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

Expenses

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

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

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

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

b Total fundraising expenses (Part IX, column (D), line 25) ▶0

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

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

19 Revenue less expenses. Subtract line 18 from line 12

Net Assets or Fund Balances

20 Total assets (Part X, line 16)

21 Total liabilities (Part X, line 26)

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

Prior Year

Current Year

Part IISignature Block

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

Sign Here

Signature of officer

2020-11-06

Date

WILLIAM SCARBOROUGH Corporate Secretary

Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name

Preparer's signature

Date 2020-11-05

Check ☐ if self-employed

PTIN P00977806

Firm's name ▶ PricewaterhouseCoopers LLP

Firm's EIN ▶

Firm's address ▶ 2001 MARKET ST SUITE 1800

PHILADELPHIA, PA 19103

Phone no. (267) 330-3000

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 (2019)

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

TO ADVANCE THE PRACTICE, SCIENCE, AND PROFESSION OF PROJECT MANAGEMENT THROUGHOUT THE WORLD IN A CONSCIOUS AND PROACTIVE MANNER. PMI'S ENVISIONED GOAL AS STATED IN ITS STRATEGIC PLAN IS: EMPOWERING PEOPLE TO MAKE IDEAS A REALITY.

**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 \$ including grants of \$ ) (Revenue \$ )  
See Additional Data

**4b** (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )  
See Additional Data








**4c** (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )  
See Additional Data

See Additional Data Table

**4d** Other program services (Describe in Schedule O.)  
(Expenses \$ including grants of \$ ) (Revenue \$ )

**4e Total program service expenses ▶**

**Part IV Checklist of Required Schedules**

	Yes	No
<b>1</b> Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A . . . . .	<b>1</b>	No
<b>2</b> Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)? . . . . .	<b>2</b>	No
<b>3</b> 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  . . . . .	<b>3</b>	No
<b>4 Section 501(c)(3) organizations.</b> 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 . . . . .	<b>4</b>	
<b>5</b> 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  . . . . .	<b>5</b>	Yes
<b>6</b> 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  . . . . .	<b>6</b>	No
<b>7</b> 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  . . . . .	<b>7</b>	No
<b>8</b> Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III  . . . . .	<b>8</b>	No
<b>9</b> 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  . . . . .	<b>9</b>	No
<b>10</b> 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  . . . . .	<b>10</b>	No
<b>11</b> 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.		
<b>a</b> Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI.  . . . . .	<b>11a</b>	Yes
<b>b</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  . . . . .	<b>11b</b>	Yes
<b>c</b> 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  . . . . .	<b>11c</b>	No
<b>d</b> 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  . . . . .	<b>11d</b>	No
<b>e</b> Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X  . . . . .	<b>11e</b>	Yes
<b>f</b> 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  . . . . .	<b>11f</b>	Yes
<b>12a</b> Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII  . . . . .	<b>12a</b>	No
<b>b</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  . . . . .	<b>12b</b>	Yes
<b>13</b> Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E . . . . .	<b>13</b>	No
<b>14a</b> Did the organization maintain an office, employees, or agents outside of the United States? . . . . .	<b>14a</b>	Yes
<b>b</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  . . . . .	<b>14b</b>	Yes
<b>15</b> 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  . . . . .	<b>15</b>	Yes
<b>16</b> 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  . . . . .	<b>16</b>	Yes
<b>17</b> 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) . . . . .	<b>17</b>	No
<b>18</b> 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 . . . . .	<b>18</b>	No
<b>19</b> 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 . . . . .	<b>19</b>	No
<b>20a</b> Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H . . . . .	<b>20a</b>	No
<b>b</b> If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? . . . . .	<b>20b</b>	
<b>21</b> Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II  . . . . .	<b>21</b>	Yes

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

		Yes	No	
<b>22</b>	Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III . . . . .	22	Yes	
<b>23</b>	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J . . . . .	23	Yes	
<b>24a</b>	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a . . . . .	24a		No
<b>b</b>	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? . . . . .	24b		
<b>c</b>	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? . . . . .	24c		
<b>d</b>	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? . . . . .	24d		
<b>25a</b>	<b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I . . . . .	25a		
<b>b</b>	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I . . . . .	25b		
<b>26</b>	Did the organization report any amount on Part X, line 5 or 22 for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part II . . . . .	26		No
<b>27</b>	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? If "Yes," complete Schedule L, Part III . . . . .	27		No
<b>28</b>	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):			
<b>a</b>	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? If "Yes," complete Schedule L, Part IV . . . . .	28a		No
<b>b</b>	A family member of any individual described in line 28a? If "Yes," complete Schedule L, Part IV . . . . .	28b		No
<b>c</b>	A 35% controlled entity of one or more individuals and/or organizations described in lines 28a or 28b? If "Yes," complete Schedule L, Part IV . . . . .	28c		No
<b>29</b>	Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M . . . . .	29		No
<b>30</b>	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M . . . . .	30		No
<b>31</b>	Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I . . . . .	31		No
<b>32</b>	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II . . . . .	32		No
<b>33</b>	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I . . . . .	33	Yes	
<b>34</b>	Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1 . . . . .	34	Yes	
<b>35a</b>	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	Yes	
<b>b</b>	If 'Yes' to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2 . . . . .	35b	Yes	
<b>36</b>	<b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2 . . . . .	36		
<b>37</b>	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI . . . . .	37		No
<b>38</b>	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O. . . . .	38	Yes	

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

		Yes	No	
<b>1a</b>	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable . . . . .	1a	222	
<b>b</b>	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable . . . . .	1b	0	
<b>c</b>	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? . . . . .	1c	Yes	

**Part V** **Statements Regarding Other IRS Filings and Tax Compliance** (continued)

<b>2a</b> Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return . . . . .	<b>2a</b> 492			
<b>b</b> If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <b>Note.</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)	<b>2b</b>	Yes		
<b>3a</b> Did the organization have unrelated business gross income of \$1,000 or more during the year? . . . . .	<b>3a</b>	Yes		
<b>b</b> If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O . . . . .	<b>3b</b>	Yes		
<b>4a</b> At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? . . . . .	<b>4a</b>	Yes		
<b>b</b> If "Yes," enter the name of the foreign country: ►AS, BE, CA, CH, IN, SN, AE, UK See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).				
<b>5a</b> Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . . . . .	<b>5a</b>		No	
<b>b</b> Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	<b>5b</b>		No	
<b>c</b> If "Yes," to line 5a or 5b, did the organization file Form 8886-T? . . . . .	<b>5c</b>			
<b>6a</b> Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions? . . . . .	<b>6a</b>		No	
<b>b</b> If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? . . . . .	<b>6b</b>			
<b>7 Organizations that may receive deductible contributions under section 170(c).</b>				
<b>a</b> Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor? . . . . .	<b>7a</b>			
<b>b</b> If "Yes," did the organization notify the donor of the value of the goods or services provided? . . . . .	<b>7b</b>			
<b>c</b> Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? . . . . .	<b>7c</b>			
<b>d</b> If "Yes," indicate the number of Forms 8282 filed during the year . . . . .	<b>7d</b>			
<b>e</b> Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	<b>7e</b>			
<b>f</b> Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? . . . . .	<b>7f</b>			
<b>g</b> If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required? . . . . .	<b>7g</b>			
<b>h</b> If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C? . . . . .	<b>7h</b>			
<b>8 Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year? . . . . .	<b>8</b>			
<b>9 Sponsoring organizations maintaining donor advised funds.</b>				
<b>a</b> Did the sponsoring organization make any taxable distributions under section 4966? . . . . .	<b>9a</b>			
<b>b</b> Did the sponsoring organization make a distribution to a donor, donor advisor, or related person? . . . . .	<b>9b</b>			
<b>10 Section 501(c)(7) organizations.</b> Enter:				
<b>a</b> Initiation fees and capital contributions included on Part VIII, line 12 . . . . .	<b>10a</b>			
<b>b</b> Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities . . . . .	<b>10b</b>			
<b>11 Section 501(c)(12) organizations.</b> Enter:				
<b>a</b> Gross income from members or shareholders . . . . .	<b>11a</b>			
<b>b</b> Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.) . . . . .	<b>11b</b>			
<b>12a Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?	<b>12a</b>			
<b>b</b> If "Yes," enter the amount of tax-exempt interest received or accrued during the year. . . . .	<b>12b</b>			
<b>13 Section 501(c)(29) qualified nonprofit health insurance issuers.</b>				
<b>a</b> Is the organization licensed to issue qualified health plans in more than one state? . . . . . <b>Note.</b> See the instructions for additional information the organization must report on Schedule O.	<b>13a</b>			
<b>b</b> Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans . . . . .	<b>13b</b>			
<b>c</b> Enter the amount of reserves on hand . . . . .	<b>13c</b>			
<b>14a</b> Did the organization receive any payments for indoor tanning services during the tax year? . . . . .	<b>14a</b>		No	
<b>b</b> If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O . . . . .	<b>14b</b>			
<b>15</b> 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.	<b>15</b>	Yes		
<b>16</b> Is the organization an educational institution subject to the section 4968 excise tax on net investment income? . . . . . If "Yes," complete Form 4720, Schedule O.	<b>16</b>		No	

**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
<b>1a</b> Enter the number of voting members of the governing body at the end of the tax year	<b>1a</b> 13		
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>b</b> Enter the number of voting members included in line 1a, above, who are independent	<b>1b</b> 13		
<b>2</b> Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	<b>2</b>		No
<b>3</b> Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?	<b>3</b>		No
<b>4</b> Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	<b>4</b>		No
<b>5</b> Did the organization become aware during the year of a significant diversion of the organization's assets?	<b>5</b>		No
<b>6</b> Did the organization have members or stockholders?	<b>6</b>	Yes	
<b>7a</b> Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	<b>7a</b>	Yes	
<b>b</b> Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	<b>7b</b>	Yes	
<b>8</b> Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:			
<b>a</b> The governing body?	<b>8a</b>	Yes	
<b>b</b> Each committee with authority to act on behalf of the governing body?	<b>8b</b>	Yes	
<b>9</b> Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	<b>9</b>		No

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

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

**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:  
 ►CHRISTINE MILLAWAY 14 CAMPUS BOULEVARD NEWTOWN SQUARE, PA 190733299 (610) 356-4600

## Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

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

## Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

See instructions for the order in which to list the persons above.

☐ 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)
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[illegible]

<b>1b Sub-Total</b>			
<b>c Total from continuation sheets to Part VII, Section A</b>			
<b>d Total (add lines 1b and 1c)</b>	6,255,130	458,588	217,188

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 ▶ 179

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

## Section B. Independent Contractors

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

(A) Name and business address	(B) Description of services	(C) Compensation
KPMG LLP, DEPT 0522 PO BOX 120522 DALLAS, TX 753120522	CONSULTING	36,590,114
TRAINING CTR OF STATE ADMIN OF FGN, BLDG 5 FRIENDSHIP HOTEL ZHONGGUANC BEIJING, HA 100873 CH	EXAM ADMINISTRATION	30,531,769
PROMETRIC INC, PO BOX 223608 PITTSBURGH, PA 152512608	EXAM DELIVERY	17,049,073
TED CONFERENCES LLC, 330 HUDSON ST 11TH FLOOR NEW YORK, NY 100131046	CONFERENCES	4,851,308
ATA ONLINE BEIJING EDU TECH CO L, BLDG 2 39 DONGSANHUANZHONG RD BEIJING, O 100022 CH	EXAM DELIVERY	4,636,520

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 ▶ 173



Form 990 (2019)		Page 9						
Part VIII		Statement of Revenue						
Check if Schedule O contains a response or note to any line in this Part VIII . . . . . <input type="checkbox"/>								
		(A)	(B)	(C)	(D)			
		Total revenue	Related or exempt function revenue	Unrelated business revenue	Revenue excluded from tax under sections 512 - 514			
Contributions, Gifts, Grants and Other Similar Amounts	1a Federated campaigns . . . . .	1a						
	b Membership dues . . . . .	1b						
	c Fundraising events . . . . .	1c						
	d Related organizations . . . . .	1d						
	e Government grants (contributions) . . . . .	1e						
	f All other contributions, gifts, grants, and similar amounts not included above . . . . .	1f						
	g Noncash contributions included in lines 1a - 1f: \$ . . . . .	1g						
	h Total. Add lines 1a-1f . . . . . ▶		0					
Program Service Revenue	Business Code							
	2a CERTIFICATIONS	611691	152,741,864	152,741,864				
	b MEMBERSHIP DUES	611430	71,438,909	71,438,909				
	c SEMINARS/SYMPOSIA	611430	18,774,346	18,774,346				
	d R.E.P. MEMBERSHIP FEES	900099	2,844,421	2,844,421				
	e GLOBAL EXECUTIVE COUNCIL DUES	900099	1,095,883	1,095,883				
	f All other program service revenue.		48,913	48,913				
	g Total. Add lines 2a-2f. . . . . ▶		246,944,336					
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts) . . . . . ▶		26,816,861		26,816,861			
	4 Income from investment of tax-exempt bond proceeds . . . . . ▶		0					
	5 Royalties . . . . . ▶		2,246,866		2,246,866			
	6a Gross rents	(i) Real	(ii) Personal					
		6a						
		b Less: rental expenses	6b					
		c Rental income or (loss)	6c				0	0
	d Net rental income or (loss) . . . . . ▶		0					
	7a Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other					
		7a	110,797,752				14	
		b Less: cost or other basis and sales expenses	7b				109,497,509	759
		c Gain or (loss)	7c				1,300,243	-745
	d Net gain or (loss) . . . . . ▶		1,299,498		1,299,498			
	8a Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18 . . . . .	8a	0					
		b Less: direct expenses . . . . .	8b				0	
		c Net income or (loss) from fundraising events . . . . . ▶					0	
	9a Gross income from gaming activities. See Part IV, line 19 . . . . .	9a	0					
		b Less: direct expenses . . . . .	9b				0	
		c Net income or (loss) from gaming activities . . . . . ▶					0	
	10a Gross sales of inventory, less returns and allowances . . . . .	10a	9,561,222					
b Less: cost of goods sold . . . . .		10b	4,613,024					
c Net income or (loss) from sales of inventory . . . . . ▶		4,948,198						
Miscellaneous Revenue		Business Code						
11a ONLINE ADVERTISING		541800	2,712,137	2,712,137				
b PRINT/OTHER ADVERTISING		541800	265,761	180,376	85,385			
c MISCELLANEOUS CONSULTING		541800	235,535	229,267	6,268			
d All other revenue . . . . .								
e Total. Add lines 11a-11d . . . . . ▶		3,213,433						
12 Total revenue. See instructions . . . . . ▶		285,469,192	247,353,979	2,803,790	35,311,423			

Form 990 (2019)

**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
<b>1</b> Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 . . . . .	6,174,296			
<b>2</b> Grants and other assistance to domestic individuals. See Part IV, line 22 . . . . .	70,691			
<b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16. . . . .	636,866			
<b>4</b> Benefits paid to or for members . . . . .	0			
<b>5</b> Compensation of current officers, directors, trustees, and key employees . . . . .	7,742,653			
<b>6</b> Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .	0			
<b>7</b> Other salaries and wages . . . . .	41,146,429			
<b>8</b> Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions) . . . . .	2,460,976			
<b>9</b> Other employee benefits . . . . .	4,738,121			
<b>10</b> Payroll taxes . . . . .	3,609,150			
<b>11</b> Fees for services (non-employees):				
<b>a</b> Management . . . . .	0			
<b>b</b> Legal . . . . .	2,827,818			
<b>c</b> Accounting . . . . .	2,127,010			
<b>d</b> Lobbying . . . . .	384,554			
<b>e</b> Professional fundraising services. See Part IV, line 17	0			
<b>f</b> Investment management fees . . . . .	1,643,611			
<b>g</b> Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	79,757,022			
<b>12</b> Advertising and promotion . . . . .	23,050,915			
<b>13</b> Office expenses . . . . .	14,573,214			
<b>14</b> Information technology . . . . .	9,931,702			
<b>15</b> Royalties . . . . .	14,989			
<b>16</b> Occupancy . . . . .	3,396,524			
<b>17</b> Travel . . . . .	9,200,180			
<b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .	0			
<b>19</b> Conferences, conventions, and meetings . . . . .	20,196,499			
<b>20</b> Interest . . . . .	585,804			
<b>21</b> Payments to affiliates . . . . .	0			
<b>22</b> Depreciation, depletion, and amortization . . . . .	3,986,927			
<b>23</b> Insurance . . . . .	398,486			
<b>24</b> Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
<b>a</b> CERTIFICATION ADMINISTRATION	54,045,975			
<b>b</b> MARKET RESEARCH	1,192,492			
<b>c</b> TAXES	7,178,054			
<b>d</b> CREDIT CARD EXPENSES	20,897			
<b>e</b> All other expenses	779,748			
<b>25</b> Total functional expenses. Add lines 1 through 24e	301,871,603			
<b>26</b> Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720).				

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

				(A) Beginning of year		(B) End of year	
<b>Assets</b>	<b>1</b>	Cash—non-interest-bearing . . . . .		24,063,279	<b>1</b>	10,969,053	
	<b>2</b>	Savings and temporary cash investments . . . . .		1,056,369	<b>2</b>	1,180,053	
	<b>3</b>	Pledges and grants receivable, net . . . . .		0	<b>3</b>	0	
	<b>4</b>	Accounts receivable, net . . . . .		4,417,094	<b>4</b>	20,997,805	
	<b>5</b>	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons . . . . .		0	<b>5</b>	0	
	<b>6</b>	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B) . . . . .		0	<b>6</b>	0	
	<b>7</b>	Notes and loans receivable, net . . . . .		0	<b>7</b>	0	
	<b>8</b>	Inventories for sale or use . . . . .		1,032,328	<b>8</b>	1,383,563	
	<b>9</b>	Prepaid expenses and deferred charges . . . . .		3,982,774	<b>9</b>	4,705,443	
	<b>10a</b>	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	<b>10a</b>	48,633,799			
	<b>b</b>	Less: accumulated depreciation	<b>10b</b>	40,263,239	6,989,686	<b>10c</b>	8,370,560
	<b>11</b>	Investments—publicly traded securities . . . . .		188,958,039	<b>11</b>	459,617,829	
	<b>12</b>	Investments—other securities. See Part IV, line 11 . . . . .		320,627,657	<b>12</b>	77,393,422	
	<b>13</b>	Investments—program-related. See Part IV, line 11 . . . . .		0	<b>13</b>	0	
	<b>14</b>	Intangible assets . . . . .		1,002,076	<b>14</b>	14,823,022	
	<b>15</b>	Other assets. See Part IV, line 11 . . . . .		881,685	<b>15</b>	2,683,531	
<b>16</b>	<b>Total assets.</b> Add lines 1 through 15 (must equal line 34) . . . . .		553,010,987	<b>16</b>	602,124,281		
<b>Liabilities</b>	<b>17</b>	Accounts payable and accrued expenses . . . . .		39,145,612	<b>17</b>	64,771,436	
	<b>18</b>	Grants payable . . . . .		0	<b>18</b>	2,342,887	
	<b>19</b>	Deferred revenue . . . . .		43,151,584	<b>19</b>	55,341,769	
	<b>20</b>	Tax-exempt bond liabilities . . . . .		0	<b>20</b>	0	
	<b>21</b>	Escrow or custodial account liability. Complete Part IV of Schedule D		0	<b>21</b>	0	
	<b>22</b>	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons . . . . .		0	<b>22</b>	0	
	<b>23</b>	Secured mortgages and notes payable to unrelated third parties . . . . .		0	<b>23</b>	0	
	<b>24</b>	Unsecured notes and loans payable to unrelated third parties . . . . .		0	<b>24</b>	0	
	<b>25</b>	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17 - 24). Complete Part X of Schedule D		770,289	<b>25</b>	597,116	
	<b>26</b>	<b>Total liabilities.</b> Add lines 17 through 25 . . . . .		83,067,485	<b>26</b>	123,053,208	
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.</b>						
	<b>27</b>	Net assets without donor restrictions . . . . .		469,943,502	<b>27</b>	476,503,583	
	<b>28</b>	Net assets with donor restrictions . . . . .		0	<b>28</b>	2,567,490	
	<b>Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.</b>						
	<b>29</b>	Capital stock or trust principal, or current funds . . . . .			<b>29</b>		
	<b>30</b>	Paid-in or capital surplus, or land, building or equipment fund . . . . .			<b>30</b>		
	<b>31</b>	Retained earnings, endowment, accumulated income, or other funds			<b>31</b>		
	<b>32</b>	<b>Total net assets or fund balances</b> . . . . .		469,943,502	<b>32</b>	479,071,073	
<b>33</b>	<b>Total liabilities and net assets/fund balances</b> . . . . .		553,010,987	<b>33</b>	602,124,281		

**Part XI Reconciliation of Net Assets**Check if Schedule O contains a response or note to any line in this Part XI ☒

<b>1</b>	Total revenue (must equal Part VIII, column (A), line 12)	<b>1</b>	285,469,192
<b>2</b>	Total expenses (must equal Part IX, column (A), line 25)	<b>2</b>	301,871,603
<b>3</b>	Revenue less expenses. Subtract line 2 from line 1	<b>3</b>	-16,402,411
<b>4</b>	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	<b>4</b>	469,943,502
<b>5</b>	Net unrealized gains (losses) on investments	<b>5</b>	40,319,318
<b>6</b>	Donated services and use of facilities	<b>6</b>	275,896
<b>7</b>	Investment expenses	<b>7</b>	
<b>8</b>	Prior period adjustments	<b>8</b>	
<b>9</b>	Other changes in net assets or fund balances (explain in Schedule O)	<b>9</b>	-15,065,232
<b>10</b>	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	<b>10</b>	479,071,073

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

	Yes	No
<b>1</b> Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.		
<b>2a</b> Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		No
<b>b</b> Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	Yes	
<b>c</b> If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.	Yes	
<b>3a</b> As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		No
<b>b</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.		

# Additional Data

**Software ID:**  
**Software Version:**  
**EIN:** 23-1887442  
**Name:** PROJECT MANAGEMENT INSTITUTE

Form 990 (2019)

**Form 990, Part III, Line 4a:**

CERTIFICATIONS - IN AN INCREASINGLY PROJECTIZED WORLD, PMI PROFESSIONAL CERTIFICATION ENSURES PROFESSIONALS ARE READY TO MEET THE DEMANDS OF PROJECTS AND EMPLOYERS ACROSS THE GLOBE. RECOGNIZED BY ORGANIZATIONS AND GOVERNMENTS AROUND THE WORLD, PMI CERTIFICATIONS PROVIDE THE OPPORTUNITY FOR PROJECT MANAGEMENT PRACTITIONERS TO DEMONSTRATE THEIR ACCOMPLISHMENTS THROUGH THE RIGOROUS EXAMINATION PROCESS. DEVELOPED BY PRACTITIONERS FOR PRACTITIONERS, PMI CERTIFICATIONS ARE BASED ON RIGOROUS STANDARDS AND ONGOING RESEARCH TO MEET THE REAL-WORLD NEEDS OF ORGANIZATIONS. WITH A PMI CERTIFICATION, PROFESSIONAL CAN WORK IN VIRTUALLY ANY INDUSTRY, ANYWHERE IN THE WORLD, AND WITH ANY PROJECT MANAGEMENT METHODOLOGY. WHEREVER A PROFESSIONAL IS IN THEIR CAREER, PMI HAS A CERTIFICATION. PMIS GLOBALLY RECOGNIZED PROJECT MANAGEMENT PROFESSIONAL (PMP) CERTIFICATION IS THE MOST COVETED PROJECT MANAGEMENT CERTIFICATION, WITH NEARLY 1 MILLION PMP CERTIFICATION HOLDERS AROUND THE WORLD AS OF DECEMBER 2019. PMI ALSO OFFERS OTHER SPECIFIC CERTIFICATIONS, INCLUDING THE PMI PROFESSIONAL IN BUSINESS ANALYSIS (PMI-PBA), PROGRAM MANAGEMENT PROFESSIONAL (PGMP), PORTFOLIO MANAGEMENT PROFESSIONAL (PFMP), PMI RISK MANAGEMENT PROFESSIONAL (PMI-RMP), AND PMI SCHEDULING PROFESSIONAL (PMI-SP). PMI ALSO CERTIFIES NEWER PROJECT MANAGEMENT PRACTITIONERS THROUGH ITS CERTIFIED ASSOCIATE IN PROJECT MANAGEMENT (CAPM) CERTIFICATION. OVERALL, PMI YIELDED MORE THAN 1.6 MILLION GROSS CERTIFICATIONS AS OF DECEMBER 2019.

## **Form 990, Part III, Line 4b:**

MEMBERSHIP - PMI IS THE WORLD'S LEADING ASSOCIATION FOR THE PROJECT MANAGEMENT PROFESSION, WITH MORE THAN 593,000 TOTAL MEMBERS IN MORE THAN 200 COUNTRIES AND TERRITORIES. PMI WORKS IN NEARLY EVERY COUNTRY AROUND THE WORLD TO ADVANCE CAREERS, IMPROVE ORGANIZATIONAL SUCCESS AND FURTHER MATURE THE PROJECT MANAGEMENT PROFESSION. MEMBERS HAVE ACCESS TO GLOBALLY-RECOGNIZED STANDARDS AND CERTIFICATIONS, COMMUNITIES, RESOURCES, TOOLS, ACADEMIC RESEARCH, EVENTS, PUBLICATIONS, PROFESSIONAL DEVELOPMENT COURSES, AND NETWORKING OPPORTUNITIES. ADDITIONALLY, MEMBERS RECEIVE DISCOUNTS ON PMI CREDENTIAL EXAMS AND CERTIFICATION RENEWAL FEES.

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### **Form 990, Part III, Line 4c:**

EVENTS AND SEMINARS - PMI HOSTS NUMEROUS TYPES OF EVENTS TO BRING TOGETHER PRACTITIONERS FROM AROUND THE WORLD TO NETWORK AND ENHANCE THEIR KNOWLEDGE OF PROJECT MANAGEMENT. THIS INCLUDES ANNUAL CONGRESSES IN EUROPE, AFRICA AND THE MIDDLE EAST (EMEA); SMALLER REGIONAL EVENTS IN ASIA PACIFIC AND LATIN AMERICAN; AS WELL AS REGULAR IN-DEPTH SEMINARS CALLED SEMINARSWORLD. AT PMIS ANNUAL GLOBAL CONFERENCE IN NORTH AMERICA, THOUSANDS OF PROJECT AND PROGRAM MANAGERS, CHAPTER LEADERS, AND BUSINESS PROFESSIONALS FROM AROUND THE WORLD COME TOGETHER TO SHARE KNOWLEDGE, STRENGTHEN COMMUNITY AND LEAD THE EVOLUTION OF THE PROJECT MANAGEMENT PROFESSION. ADDITIONALLY, PMI ANNUALLY HOSTS ITS PMO SYMPOSIUM, A MUST-ATTEND EVENT FOR PROGRAM, PORTFOLIO, PMO AND ORGANIZATIONAL PROJECT MANAGEMENT LEADERS RESPONSIBLE FOR THE SUCCESS OF THEIR ORGANIZATION'S KEY INITIATIVES. THE THREE-DAY EVENT SYMPOSIUM PROVIDES ATTENDEES WITH ACCESS TO PMO EXPERTS SO THAT THEY CAN LEARN, NETWORK, AND GAIN PRACTICAL, REAL-WORLD EXPERTISE TO TAKE THEIR PMOS TO THE NEXT LEVEL.

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<b>Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)</b>			
Describe the exempt purpose achievements for each of the organization's three largest program services by expenses. Section 501(c)(3) and (4) organizations and 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.			
(Code: )	(Expenses \$ )	including grants of \$ )	(Revenue \$ )
PUBLISH BOOKS, RESEARCH PAPERS, AND JOURNALS			
(Code: )	(Expenses \$ )	including grants of \$ )	(Revenue \$ )
DEVELOP INDUSTRY PROFESSIONAL STANDARDS			



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 LANGLEY ..... FORMER CEO	50.0 ..... 0.0						X	1,300,536	0	0
SUNIL PRASHARA ..... PRESIDENT & CEO	50.0 ..... 5.0			X				670,850	0	22,313
JOSEPH J CAHILL ..... CHIEF OPERATING OFFICER	50.0 ..... 0.0			X				609,832	0	19,833
YONG TAO CHEN ..... MANAGING DIRECTOR, CHINA	50.0 ..... 0.0				X			0	458,588	0
DAVID L GARRETT ..... CHIEF STRATEGY & GROWTH OFFICE	50.0 ..... 0.0				X			363,436	0	18,408
MICHAEL DEPRISCO ..... VP, GLOBAL EXPERIENCE & SOLUTI	50.0 ..... 10.0				X			350,956	0	19,357
WILLIAM SCARBOROUGH ..... VP, GENERAL COUNSEL & CORP SEC	50.0 ..... 0.0			X				325,976	0	16,741
CINDY ANDERSON ..... VP, BRAND MANAGEMENT	50.0 ..... 0.0					X		311,341	0	15,364
GINA P JONES ..... ADVERTISING SALES EXECUTIVE	37.5 ..... 0.0					X		300,859	0	18,550
DOROTHY MCKELVY ..... VP, GLOBAL TALENT	50.0 ..... 0.0				X			292,378	0	16,303



**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			
TERESA KNUDSON ..... AUDIT COMMITTEE CHAIR	6.0 ..... 0.0	X		X				0	0	0
CATERINA LA TONA ..... DIRECTOR AT LARGE	6.0 ..... 0.0	X						0	0	0
MARGARETH CARNEIRO ..... DIRECTOR AT LARGE	6.0 ..... 0.0	X						0	0	0
TEJAS SURA ..... DIRECTOR AT LARGE	6.0 ..... 0.0	X						0	0	0
THOMAS WALENTA ..... DIRECTOR AT LARGE	6.0 ..... 0.0	X						0	0	0
JENNIFER THARP ..... DIRECTOR AT LARGE	6.0 ..... 0.0	X						0	0	0
TONY APPLEBY ..... DIRECTOR AT LARGE	6.0 ..... 0.0	X						0	0	0
BETH A PARTLETON ..... DIRECTOR AT LARGE	6.0 ..... 0.0	X						0	0	0
GALEN TOWNSON ..... DIRECTOR AT LARGE	6.0 ..... 0.0	X						0	0	0
LUANN PICCARD ..... DIRECTOR AT LARGE	6.0 ..... 0.0	X						0	0	0

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](http://www.irs.gov/Form990) for instructions and the latest information.

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2019

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 PROJECT MANAGEMENT INSTITUTE	Employer identification number 23-1887442
--	--

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?	<input type="checkbox"/> Yes <input type="checkbox"/> No
4a	Was a correction made?	<input type="checkbox"/> Yes <input type="checkbox"/> 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?	<input type="checkbox"/> Yes <input type="checkbox"/> 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.

<b>Limits on Lobbying Expenditures</b> (The term "expenditures" means amounts paid or incurred.)	(a) Filing organization's totals	(b) Affiliated group totals
<b>1a</b> Total lobbying expenditures to influence public opinion (grass roots lobbying) .....		
<b>b</b> Total lobbying expenditures to influence a legislative body (direct lobbying) .....		
<b>c</b> Total lobbying expenditures (add lines 1a and 1b) .....		
<b>d</b> Other exempt purpose expenditures .....		
<b>e</b> Total exempt purpose expenditures (add lines 1c and 1d) .....		
<b>f</b> Lobbying nontaxable amount. Enter the amount from the following table in both columns.		
<b>If the amount on line 1e, column (a) or (b) is:</b>	<b>The lobbying nontaxable amount is:</b>	
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.	
<b>g</b> Grassroots nontaxable amount (enter 25% of line 1f) .....		
<b>h</b> Subtract line 1g from line 1a. If zero or less, enter -0- .....		
<b>i</b> Subtract line 1f from line 1c. If zero or less, enter -0- .....		
<b>j</b> 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? .....	<input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b>	

**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) 2016	(b) 2017	(c) 2018	(d) 2019	(e) Total
<b>2a</b> Lobbying nontaxable amount					
<b>b</b> Lobbying ceiling amount (150% of line 2a, column(e))					
<b>c</b> Total lobbying expenditures					
<b>d</b> Grassroots nontaxable amount					
<b>e</b> Grassroots ceiling amount (150% of line 2d, column (e))					
<b>f</b> 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
<b>1</b>	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:			
<b>a</b>	Volunteers? .....			
<b>b</b>	Paid staff or management (include compensation in expenses reported on lines 1c through 1i)? .....			
<b>c</b>	Media advertisements? .....			
<b>d</b>	Mailings to members, legislators, or the public? .....			
<b>e</b>	Publications, or published or broadcast statements? .....			
<b>f</b>	Grants to other organizations for lobbying purposes? .....			
<b>g</b>	Direct contact with legislators, their staffs, government officials, or a legislative body? .....			
<b>h</b>	Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means? .....			
<b>i</b>	Other activities? .....			
<b>j</b>	Total. Add lines 1c through 1i .....			
<b>2a</b>	Did the activities in line 1 cause the organization to be not described in section 501(c)(3)? .....			
<b>b</b>	If "Yes," enter the amount of any tax incurred under section 4912 .....			
<b>c</b>	If "Yes," enter the amount of any tax incurred by organization managers under section 4912 .....			
<b>d</b>	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
<b>1</b> Were substantially all (90% or more) dues received nondeductible by members? .....	<b>1</b>	No
<b>2</b> Did the organization make only in-house lobbying expenditures of \$2,000 or less? .....	<b>2</b>	No
<b>3</b> Did the organization agree to carry over lobbying and political expenditures from the prior year? .....	<b>3</b>	No

**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."**

<b>1</b>	Dues, assessments and similar amounts from members .....	<b>1</b>	71,438,909
<b>2</b>	Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
<b>a</b>	Current year .....	<b>2a</b>	384,554
<b>b</b>	Carryover from last year .....	<b>2b</b>	0
<b>c</b>	Total .....	<b>2c</b>	384,554
<b>3</b>	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues .	<b>3</b>	
<b>4</b>	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? .....	<b>4</b>	0
<b>5</b>	Taxable amount of lobbying and political expenditures (see instructions) .....	<b>5</b>	384,554

**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
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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](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

2019

Open to Public Inspection

Name of the organization  
PROJECT MANAGEMENT INSTITUTE

Employer identification number  
23-1887442

Part I

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

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

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

☐ Yes ☐ No

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

☐ Yes ☐ No

Part II

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

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

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

☐ Preservation of an historically important land area

☐ Protection of natural habitat

☐ Preservation of a certified historic structure

☐ Preservation of open space

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

	Held at the End of the Year
a Total number of conservation easements . . . . .	2a
b Total acreage restricted by conservation easements . . . . .	2b
c Number of conservation easements on a certified historic structure included in (a) . . . . .	2c
d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register . . . . .	2d

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

4 Number of states where property subject to conservation easement is located ►

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? . . . . .

☐ Yes ☐ No

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

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

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? . . . . .

☐ Yes ☐ No

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

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.  
Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

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

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

(i) Revenue included on Form 990, Part VIII, line 1 . . . . . ► \$

(ii) Assets included in Form 990, Part X . . . . . ► \$

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

a Revenue included on Form 990, Part VIII, line 1 . . . . . ► \$

b Assets included in Form 990, Part X . . . . . ► \$

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

Cat. No. 52283D Schedule D (Form 990) 2019

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.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance . . . . .					
b Contributions . . . . .					
c Net investment earnings, gains, and losses					
d Grants or scholarships . . . . .					
e Other expenditures for facilities and programs . . . . .					
f Administrative expenses . . . . .					
g End of year balance . . . . .					

2

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

a

Board designated or quasi-endowment ▶ .....

b

Permanent endowment ▶ .....

c

Temporarily restricted endowment ▶ .....

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

3a

Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

(i) unrelated organizations . . . . .

(ii) related organizations . . . . .

b

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

	Yes	No
3a(i)		
3a(ii)		
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 . . . . .				
b Buildings . . . . .				
c Leasehold improvements		7,369,041	6,915,156	453,885
d Equipment . . . . .		5,572,850	4,071,202	1,501,648
e Other . . . . .		35,691,908	29,276,881	6,415,027
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).) . . . ▶				8,370,560

Schedule D (Form 990) 2019



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 . . . . .	299,267	C
(3) Other _____ (A) SEI SECURED CREDIT FUND	16,706,449	F
(B) SEI OFFSHORE OPPORTUNITY II CL	25,683,906	F
(C) SEI ENERGY DEBT LP OCT 2017	17,510,321	F
(D) SEI CORE PROPERTY FUND LP	17,193,479	F
(E)		
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.) ▶	77,393,422	

Part VIII

Investments—Program Related.

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

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

Part IX

Other Assets.

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

(a) Description	(b) Book value
(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
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col.(B) line 25.) ▶	597,116

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 ☒

Schedule D (Form 990) 2019

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

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

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

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

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

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

**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

**Supplemental Information**

Return Reference	Explanation
FORM 990, SCHEDULE D, PART X, LINE 2:	<p>THE FOLLOWING IS THE FOOTNOTE TO THE AUDITED FINANCIAL STATEMENTS: THE INSTITUTE IS EXEMPT FROM U.S. FEDERAL INCOME TAXES UNDER SECTION 501(C)(6) OF THE INTERNAL REVENUE CODE (IRC) AND EXEMPT FROM PENNSYLVANIA INCOME TAXES. REVENUE GENERATED FROM THE INSTITUTE'S ADVERTISING AND SALES OF MEMBERSHIP MAILING LISTS ARE NOT CONSIDERED PROGRAM ACTIVITY REVENUE BY THE INTERNAL REVENUE SERVICE. THIS TYPE OF INCOME IS CLASSIFIED AS UNRELATED BUSINESS INCOME AND MAY BE SUBJECT TO INCOME TAX. THE FOUNDATION IS EXEMPT FROM FEDERAL INCOME TAXES UNDER THE PROVISIONS OF SECTION 501(C)(3) OF THE IRC AND GENERALLY EXEMPT FROM FEDERAL AND STATE TAXES. INCOME, WHICH IS NOT RELATED TO EXEMPT PURPOSES, LESS APPLICABLE DEDUCTIONS IS SUBJECT TO FEDERAL AND STATE CORPORATE INCOME TAXES. THE FOUNDATION HAD NO NET UNRELATED BUSINESS INCOME FOR THE YEARS ENDED 31 DECEMBER 2019 AND 2018. MANAGEMENT EVALUATED THE INSTITUTE'S AND FOUNDATIONS TAX POSITIONS AND CONCLUDED THAT THE INSTITUTE AND FOUNDATION HAD TAKEN NO UNCERTAIN TAX POSITIONS THAT REQUIRE ADJUSTMENT TO THE FINANCIAL STATEMENTS. CONSEQUENTLY, NO ACCRUAL FOR INTEREST AND PENALTIES WAS DEEMED NECESSARY FOR THE YEARS ENDED 31 DECEMBER 2019 AND 2018. THE INSTITUTE AND FOUNDATION FILE TAX RETURNS IN THE U.S. FEDERAL JURISDICTION. GENERALLY, THE INSTITUTE AND FOUNDATION ARE NO LONGER SUBJECT TO INCOME TAX EXAMINATION BY THE US FEDERAL OR STATE TAX AUTHORITIES FOR YEARS BEFORE 2016. THE INSTITUTE'S FOR-PROFIT SUBSIDIARIES THAT ARE SUBJECT TO INCOME TAXES INCLUDE PROVISIONS FOR INCOME TAX EXPENSE AND DEFERRED TAX ASSETS AND LIABILITIES WHICH ARE CALCULATED USING MANAGEMENT'S BEST ASSESSMENT OF ESTIMATED FUTURE TAXES TO BE PAID. AS PART OF THE PROCESS OF PREPARING THE CONSOLIDATED FINANCIAL STATEMENTS, THE INSTITUTE IS REQUIRED TO ESTIMATE INCOME TAXES IN EACH OF THE TAX JURISDICTIONS IN WHICH IT OPERATES. THIS PROCESS INVOLVES ESTIMATING THE ACTUAL CURRENT TAX OBLIGATIONS TOGETHER WITH ASSESSING TEMPORARY DIFFERENCES RESULTING FROM DIFFERING TREATMENT OF CERTAIN ITEMS FOR TAX AND ACCOUNTING PURPOSES. THESE TEMPORARY DIFFERENCES RESULT IN NONCURRENT DEFERRED TAX ASSETS AND LIABILITIES, WHICH ARE INCLUDED WITHIN THE CONSOLIDATED STATEMENTS OF FINANCIAL POSITION. THE INSTITUTE THEN ASSESSES THE LIKELIHOOD THAT THE DEFERRED TAX ASSETS WILL BE RECOVERED FROM FUTURE TAXABLE INCOME. THE INSTITUTE RECOGNIZES DEFERRED TAX ASSETS TO THE EXTENT THAT THE INSTITUTE BELIEVES THESE ASSETS ARE MORE LIKELY THAN NOT TO BE REALIZED. IN MAKING SUCH A DETERMINATION, THE INSTITUTE CONSIDERS ALL AVAILABLE POSITIVE AND NEGATIVE EVIDENCE, INCLUDING FUTURE REVERSALS OF EXISTING TAXABLE TEMPORARY DIFFERENCES, PROJECTED FUTURE TAXABLE INCOME, TAX PLANNING STRATEGIES AND RESULTS OF RECENT OPERATIONS. ACTUAL RESULTS COULD DIFFER FROM THIS ASSESSMENT IF ADEQUATE TAXABLE INCOME IS NOT GENERATED IN FUTURE PERIODS. CHANGES IN TAX LAWS AND RATES COULD ALSO AFFECT RECORDED DEFERRED TAX ASSETS AND LIABILITIES IN THE FUTURE. MANAGEMENT IS NOT AWARE OF ANY SUCH CHANGES.</p>

## Supplemental Information

Return Reference	Explanation
FORM 990, SCHEDULE D, PART X, LINE 2:	ANGES THAT WOULD HAVE A MATERIAL EFFECT ON THE INSTITUTE'S RESULTS OF OPERATIONS, CASH FLOW S OR FINANCIAL POSITION. THE INSTITUTE CONSIDERS THE EARNINGS OF CERTAIN NON-U.S. SUBSIDIA RIES TO BE INDEFINITELY INVESTED OUTSIDE THE UNITED STATES ON THE BASIS OF ESTIMATES THAT FUTURE DOMESTIC CASH GENERATION WILL BE SUFFICIENT TO MEET FUTURE DOMESTIC CASH NEEDS AND THE INSTITUTE'S SPECIFIC PLANS FOR REINVESTMENT OF THOSE SUBSIDIARY EARNINGS. SHOULD THE I NSTITUTE DECIDE TO REPATRIATE THE FOREIGN EARNINGS, THE INSTITUTE WOULD NEED TO ADJUST THE INCOME TAX PROVISION IN THE PERIOD THAT IT WAS DETERMINED THAT THE EARNINGS WILL NO LONGE R BE INDEFINITELY INVESTED OUTSIDE THE UNITED STATES.

SCHEDULE F  
(Form 990)

Department of the Treasury  
Internal Revenue Service

**Statement of Activities Outside the United States**  
  
▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 14b, 15, or 16.  
▶ Attach to Form 990.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2019**

**Open to Public Inspection**

Name of the organization  
PROJECT MANAGEMENT INSTITUTE

Employer identification number  
23-1887442

Part I

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

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

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

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

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region	(f) Total expenditures for and investments in the region
See Add'l Data					
3a Sub-total . . . . .					31,746,302
b Total from continuation sheets to Part I . . . . .		68			13,348,305
c Totals (add lines 3a and 3b)		68			45,094,607

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

[illegible]

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 . . . . .	▶	11
3	Enter total number of other organizations or entities . . . . .	▶	0

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

**990 Schedule F, Supplemental Information**

Return Reference	Explanation
FORM 990, SCHEDULE F, PART I, LINE 2:	PROJECT MANAGEMENT INSTITUTE ("PMI") HAD A PROJECT MONITORING SYSTEM IN PLACE TO MONITOR THE USE OF GRANT FUNDS. THE GUIDELINES ARE OUTLINED IN BOTH THE RESEARCH AGREEMENT AND A DOCUMENT DETAILING THE ROLE OF THE PROJECT LIAISON. PMI REQUIRES ALL GRANTEES TO SUBMIT DETAILED PERIODIC REPORTS TO THEIR ASSIGNED LIAISON AND TO THE PMI ACADEMIC RESOURCES TEAM.

## 990 Schedule F, Supplemental Information

Return Reference	Explanation
FORM 990, SCHEDULE F, PART III, COLUMN (A) - TYPE OF GRANT OR ASSISTANCE:	PMI PROVIDES EDUCATIONAL GRANTS FOR INDIVIDUALS TO ATTEND THE PMI LEADERSHIP INSTITUTE MEETING AND TO SUPPORT THE PMI REGIONAL MENTOR PROGRAM AND REGIONAL MEETINGS. THE PMI LEADERSHIP INSTITUTE MEETING PROVIDES AN INVALUABLE OPPORTUNITY TO ACCESS LEADERSHIP AND PROFESSIONAL DEVELOPMENT, NETWORKING OPPORTUNITIES AND SKILLS ENHANCEMENT. THE PMI REGIONAL MENTOR PROGRAM FACILITATES THE DEVELOPMENT AND ENHANCEMENT OF PROJECT MANAGEMENT. REGIONAL MEETING SUPPORT PROVIDES FINANCIAL SUPPORT TO PMI CHAPTERS TO CONDUCT REGIONAL MEETINGS THAT EXPAND GLOBAL KNOWLEDGE SHARING AT THE LOCAL LEVEL THROUGH LEADERSHIP INSTITUTE INVOLVEMENT WHILE MAINTAINING THE INDIVIDUALITY OF THE REGION.

**Additional Data**

**Software ID:**  
**Software Version:**  
**EIN:** 23-1887442  
**Name:** PROJECT MANAGEMENT INSTITUTE

**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			Program Services	CONTENT DEVELOPMENT	56,250
Central America and the Caribbean			Program Services	EXAM DELIVERY	60,723

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			Program Services	TRAVEL EXPENSES	4,120
East Asia and the Pacific			Program Services	ACADEMIC WORKSHOP	40,688

**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
East Asia and the Pacific			Program Services	CHAPTER DEV & OUTREACH	799,320
East Asia and the Pacific			Program Services	CONFERENCES	139,322

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
East Asia and the Pacific			Program Services	CONSULTING	423,248
East Asia and the Pacific			Program Services	EXAM DEVELOPMENT	301,073

**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
East Asia and the Pacific			Program Services	MEMBER & CHAPTER SUPP.	387,127
East Asia and the Pacific			Program Services	OUTREACH	5,944,218



**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
East Asia and the Pacific			Program Services	EXAM DELIVERY	17,118,428
East Asia and the Pacific			Program Services	TRAVEL EXPENSES	99,667

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)			Program Services	ACADEMIC WORKSHOP	294,993
Europe (Including Iceland and Greenland)			Program Services	CHAPTER DEV & OUTREACH	1,039,396

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)			Program Services	CONFERENCES	3,128,471
Europe (Including Iceland and Greenland)			Program Services	CONSULTING	1,432,392

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)			Program Services	EXAM DEVELOPMENT	476,866
Europe (Including Iceland and Greenland)			Program Services	MEMBER & CHAPTER SUPP.	115,440

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)			Program Services	SPONSORSHIPS	707,948
Europe (Including Iceland and Greenland)			Program Services	VIDEOGRAPHY SUPPORT	544,408

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)			Program Services	EXAM DELIVERY	1,070,787
Europe (Including Iceland and Greenland)			Program Services	TRAVEL EXPENSES	132,378

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
Middle East and North Africa			Program Services	CHAPTER DEV & OUTREACH	1,032,988
Middle East and North Africa			Program Services	CONFERENCES	189,732

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
Middle East and North Africa			Program Services	CONSULTING	162,188
Middle East and North Africa			Program Services	EXAM DELIVERY	458,507



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
Middle East and North Africa			Program Services	TRAVEL EXPENSES	23,871
North America			Program Services	CONFERENCES	623,647

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			Program Services	EXAM DEVELOPMENT	53,566
North America			Program Services	MARKET RESEARCH	51,245

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			Program Services	OUTREACH	290,283
North America			Program Services	EXAM DELIVERY	410,564

**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			Program Services	TRAVEL EXPENSES	109,684
Russia and the Newly Independent States			Program Services	EXAM DELIVERY	62,737

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
Russia and the Newly Independent States			Program Services	TRAVEL EXPENSES	7,251
South America			Program Services	ACADEMIC WORKSHOP	100,000

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			Program Services	CONFERENCES	78,565
South America			Program Services	CONSULTING	432,776

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			Program Services	OUTREACH	1,698,494
South America			Program Services	EXAM DELIVERY	195,882

**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			Program Services	TRAVEL EXPENSES	72,394
South Asia			Program Services	OUTREACH	2,111,144



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 Asia			Program Services	EXAM DELIVERY	205,126
South Asia			Program Services	TRAVEL EXPENSES	50,303

**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			Program Services	EXAM DELIVERY	213,863
Europe (Including Iceland and Greenland)		15	Program Services	EMPLOYEES	1,137,879

**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
East Asia and the Pacific		26	Program Services	EMPLOYEES	534,775
Middle East and North Africa		7	Program Services	EMPLOYEES	234,361

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		5	Program Services	EMPLOYEES	149,975
South Asia		15	Program Services	EMPLOYEES	85,544

Form 990 Schedule F Part II - Grants or Entities Outside The United States								
(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)
		East Asia and the Pacific	RESEARCH	16,666	CHECK		N/A	N/A
		East Asia and the Pacific	RESEARCH	33,334	CHECK		N/A	N/A

Form 990 Schedule F Part II - Grants or Entities Outside The United States								
(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)
		Europe (Including Iceland and Greenland)	RESEARCH	30,527	CHECK		N/A	N/A
		East Asia and the Pacific	RESEARCH	30,000	CHECK		N/A	N/A

Form 990 Schedule F Part II - Grants or Entities Outside The United States								
(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)
		Europe (Including Iceland and Greenland)	RESEARCH	33,334	CHECK		N/A	N/A
		North America	RESEARCH	33,334	CHECK		N/A	N/A

**Form 990 Schedule F Part II - Grants or Entities Outside The United States**

(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)
		Europe (Including Iceland and Greenland)	RESEARCH	16,667	CHECK		N/A	N/A
		Europe (Including Iceland and Greenland)	RESEARCH	92,500	CHECK		N/A	N/A



Form 990 Schedule F Part II - Grants or Entities Outside The United States								
(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)
		Europe (Including Iceland and Greenland)	RESEARCH	16,667	CHECK		N/A	N/A
		East Asia and the Pacific	RESEARCH	16,667	CHECK		N/A	N/A

Form 990 Schedule F Part II - Grants or Entities Outside The United States								
(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)
		Europe (Including Iceland and Greenland)	RESEARCH	16,667	CHECK		N/A	N/A

**Form 990 Schedule F Part III - Grants and Assistance to Individuals Outside The U S**

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)
PMI CHAPTER SCHOLARSHIPS	Central America and the Caribbean	37	17,931	CHECK		N/A	N/A
PMI CHAPTER SCHOLARSHIPS	East Asia and the Pacific	70	25,763	CHECK		N/A	N/A

Form 990 Schedule F Part III - Grants and Assistance to Individuals Outside The U S							
(a) Type of grant or assistance	(b) Region	(c)Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)
PMI CHAPTER SCHOLARSHIPS	Europe (Including Iceland and Greenland)	178	41,953	CHECK		N/A	N/A
PMI CHAPTER SCHOLARSHIPS	Middle East and North Africa	19	12,000	CHECK		N/A	N/A

Form 990 Schedule F Part III - Grants and Assistance to Individuals Outside The U S							
(a) Type of grant or assistance	(b) Region	(c)Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)
PMI CHAPTER SCHOLARSHIPS	North America	79	25,514	CHECK		N/A	N/A
PMI CHAPTER SCHOLARSHIPS	Russia and the Newly Independent States	37	13,648	CHECK		N/A	N/A

**Form 990 Schedule F Part III - Grants and Assistance to Individuals Outside The U S**

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)
PMI CHAPTER SCHOLARSHIPS	South America	206	88,902	CHECK		N/A	N/A
PMI CHAPTER SCHOLARSHIPS	South Asia	107	43,858	CHECK		N/A	N/A

Form 990 Schedule F Part III - Grants and Assistance to Individuals Outside The U S							
(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)
PMI CHAPTER SCHOLARSHIPS	Sub-Saharan Africa	67	28,935	CHECK		N/A	N/A

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Schedule I  
(Form 990)

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

Complete if the organization answered "Yes," on Form 990, Part IV, line 21 or 22.  
▶ Attach to Form 990.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

2019

Open to Public  
Inspection

Department of the  
Treasury  
Internal Revenue Service

Name of the organization  
PROJECT MANAGEMENT INSTITUTE

Employer identification number  
23-1887442

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) PMI EDUCATIONAL FOUNDATION 14 CAMPUS BOULEVARD NEWTOWN SQUARE, PA 19073	23-2630701	501(C)(3)	6,165,500		N/A	N/A	EDUCATIONAL
(2) MARINER MANAGEMENT & MARKETING LLC 11804 BARE SKY LANE COLUMBIA, MD 21044	41-2024379		5,227		N/A	N/A	EDUCATIONAL

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 . . . . .

1

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

Cat. No. 50055P

Schedule I (Form 990) 2019



**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) PMI CHAPTER SCHOLARSHIPS	182	70,691		N/A	N/A
(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
FORM 990, SCHEDULE I, PART I, LINE 2:	PROJECT MANAGEMENT INSTITUTE ("PMI") HAD A PROJECT MONITORING SYSTEM IN PLACE TO MONITOR THE USE OF GRANT FUNDS. THE GUIDELINES ARE OUTLINED IN BOTH THE RESEARCH AGREEMENT AND A DOCUMENT DETAILING THE ROLE OF THE PROJECT LIAISON. PMI REQUIRES ALL GRANTEEES TO SUBMIT DETAILED PERIODIC REPORTS TO THEIR ASSIGNED LIAISON AND TO THE PMI ACADEMIC RESOURCES TEAM.
FORM 990, SCHEDULE I, PART III, COLUMN (A) - TYPE OF GRANT OR ASSISTANCE:	PMI PROVIDES EDUCATIONAL GRANTS FOR INDIVIDUALS TO ATTEND THE PMI LEADERSHIP INSTITUTE MEETING. THE PMI LEADERSHIP INSTITUTE MEETING PROVIDES AN INVALUABLE OPPORTUNITY TO ACCESS LEADERSHIP AND PROFESSIONAL DEVELOPMENT, NETWORKING OPPORTUNITIES AND SKILLS ENHANCEMENT.

Schedule J (Form 990)	Compensation Information	OMB No. 1545-0047
		2019
		Open to Public Inspection
Department of the Treasury Internal Revenue Service	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 <a href="http://www.irs.gov/Form990">www.irs.gov/Form990</a> for instructions and the latest information.	
Name of the organization PROJECT MANAGEMENT INSTITUTE		Employer identification number 23-1887442

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

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
PART I, LINE 1A:	LISTED PERSONS WHO INCUR TRAVEL EXPENSES ARE RESPONSIBLE FOR COMPLYING WITH THE TRAVEL POLICY. ALL INDIVIDUALS SUBMITTING EXPENSES NOT IN COMPLIANCE WITH THIS POLICY RISK DELAY IN PAYMENT AND/OR PARTIAL OR FORFEITED REIMBURSEMENT. REGIONAL AIR TRAVEL WILL BE IN COACH CLASS. AIR TRAVEL THAT IS GREATER THAN 4 HOURS TO THE DESTINATION (NOT CALCULATING LAYOVERS INTO THIS NUMBER, BUT POINT TO POINT TRAVEL), WILL BE IN BUSINESS CLASS. SHOULD A TRAVELER DESIRE FIRST CLASS, ANY ADDITIONAL EXPENSES FROM THIS TYPE OF REQUEST WILL BE PAID BY THE TRAVELER AND MUST BE PAID TO PMI AT THE TIME OF CONFIRMATION. A LIST OF ATTENDEES AUTHORIZED TO TRAVEL ON PMI-RELATED BUSINESS MUST BE GIVEN TO PMI'S IN-HOUSE TRAVEL CONSULTANT IN ADVANCE BY THE MEETING HOST. TRAVEL FOR COMPANIONS: THE PRESIDENT AND CEO'S EMPLOYMENT AGREEMENT INCLUDES REIMBURSEMENT FOR LIMITED, QUALIFIED SPOUSAL TRAVEL. THESE BENEFITS ARE INCLUDED AS COMPENSATION. HEALTH OR SOCIAL CLUB DUES OR INITIATION FEES: PMI REQUIRES THAT EXECUTIVES SUBMIT THEIR EXPENSE WITH DOCUMENTATION OF A RECEIPT SHOWING PAYMENT FOR A WELLNESS BENEFIT (EX. GYM MEMBERSHIP, WEIGHT LOSS PROGRAM, PERSONAL TRAINER, ETC.). PMI RETAINS SUPPORTING DOCUMENTATION FOR THESE FEES AND ALL BENEFITS ARE INCLUDED IN THE RESPECTIVE EMPLOYEE'S W-2 WAGES.
PART I, LINE 4A:	MARK LANGLEY, THE FORMER PRESIDENT AND CEO, RETIRED IN 2018. PER THE TERMS OF HIS EMPLOYMENT AGREEMENT, HE RECEIVED \$1,300,536 IN SEVERANCE PAY IN 2019, WHICH WAS DETERMINED BASED ON HIS LENGTH OF SERVICE. TODD R. KLEINMAN, FORMER VP OF TECHNOLOGY, RECEIVED A SEVERANCE PAYMENT OF \$195,041.55. AMOUNT WAS BASED ON THE SEVERANCE AGREEMENT. BRIAN WEISS, FORMER VP OF PRACTITIONER CAREER DEVELOPMENT, RECEIVED A SEVERANCE PAYMENT OF \$278,456.37. AMOUNT WAS BASED ON THE SEVERANCE AGREEMENT.

Additional Data

Software ID:

Software Version:

EIN: 23-1887442

Name: PROJECT MANAGEMENT INSTITUTE

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				
1SUNIL PRASHARA PRESIDENT & CEO	(i)	656,994	0	13,856	22,313	0	693,163	0
	(ii)	0	0	0	0	0	0	0
1JOSEPH J CAHILL CHIEF OPERATING OFFICER	(i)	422,885	164,517	22,430	18,550	1,283	629,665	0
	(ii)	0	0	0	0	0	0	0
2DAVID L GARRETT CHIEF STRATEGY & GROWTH OFFICE	(i)	285,974	58,299	19,163	17,840	568	381,844	0
	(ii)	0	0	0	0	0	0	0
3MICHAEL DEPRISCO VP, GLOBAL EXPERIENCE & SOLUTI	(i)	281,385	50,394	19,177	17,898	1,459	370,313	0
	(ii)	0	0	0	0	0	0	0
4CINDY ANDERSON VP, BRAND MANAGEMENT	(i)	242,446	53,090	15,805	14,571	793	326,705	0
	(ii)	0	0	0	0	0	0	0
5GINA P JONES ADVERTISING SALES EXECUTIVE	(i)	117,263	7,744	175,852	18,550	0	319,409	0
	(ii)	0	0	0	0	0	0	0
6WILLIAM SCARBOROUGH VP, GENERAL COUNSEL & CORP SEC	(i)	229,125	50,333	46,518	15,369	1,372	342,717	0
	(ii)	0	0	0	0	0	0	0
7MARK A LANGLEY FORMER CEO	(i)	0	0	1,300,536	0	0	1,300,536	0
	(ii)	0	0	0	0	0	0	0
8DOROTHY MCKELVY VP, GLOBAL TALENT	(i)	208,397	46,583	37,398	15,836	467	308,681	0
	(ii)	0	0	0	0	0	0	0
9TODD R KLEINMAN VP, INFORMATION TECHNOLOGY	(i)	3,548	0	210,236	1,304	0	215,088	0
	(ii)	0	0	0	0	0	0	0
10ALI MURAT BICAK CHIEF STRATEGY & GROWTH OFFICE	(i)	193,538	58,299	21,101	13,526	1,421	287,885	0
	(ii)	0	0	0	0	0	0	0
11CHRISTINE MILLAWAY VP, FINANCE	(i)	196,335	28,780	16,356	12,782	453	254,706	0
	(ii)	0	0	0	0	0	0	0
12MARK BROOME CHIEF DATA OFFICER	(i)	205,961	22,664	10,119	12,379	0	251,123	0
	(ii)	0	0	0	0	0	0	0
13VANGILI PALANIAPPAN CHIEF TECHNOLOGY OFFICER	(i)	203,076	25,183	21,967	13,981	0	264,207	0
	(ii)	0	0	0	0	0	0	0
14NICHOLAS VERREKIA DIRECTOR, OPERATIONAL EXCELLEN	(i)	209,019	6,750	17,578	14,473	0	247,820	0
	(ii)	0	0	0	0	0	0	0
15BRIAN WEISS VP, PRACTITIONER CAREER DEVELO	(i)	0	0	278,456	0	0	278,456	0
	(ii)	0	0	0	0	0	0	0
16YONG TAO CHEN MANAGING DIRECTOR, CHINA	(i)	0	0	0	0	0	0	0
	(ii)	327,563	131,025	0	0	0	458,588	0

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

Department of the Treasury

Name of the organization

PROJECT MANAGEMENT INSTITUTE

**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](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2019****Open to Public  
Inspection****Employer identification number**

23-1887442

**990 Schedule O, Supplemental Information**

Return Reference	Explanation
FORM 990, PART I, LINE 1 - DESCRIPTION OF ORGANIZATION'S MISSION:	THROUGH GLOBAL ADVOCACY, COLLABORATION, EDUCATION AND RESEARCH, PMI WORKS TO PREPARE MORE THAN THREE MILLION PROJECT MANAGEMENT PROFESSIONALS AROUND THE WORLD FOR THE PROJECT ECONOMY: THE COMING ECONOMY IN WHICH PEOPLE HAVE THE SKILLS AND CAPABILITIES THEY NEED TO TURN IDEAS INTO REALITY. IT IS WHERE ORGANIZATIONS DELIVER VALUE TO STAKEHOLDERS THROUGH SUCCESSFUL COMPLETION OF PROJECTS, DELIVERY OF PRODUCTS, AND ALIGNMENT TO VALUE STREAMS. AND ALL OF THESE INITIATIVES DELIVER FINANCIAL AND SOCIETAL VALUE.

## 990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART I, LINE 6 - DESCRIPTION OF VOLUNTEER ESTIMATE:	9,864 DEDICATED VOLUNTEERS SUPPORT PMI GLOBALLY THROUGH THEIR ACTIVITIES AS CHAPTER LEADERS, AS BOARD MEMBER OR ON BOARD SUPPORT COMMITTEES, ON MEMBER ADVISORY GROUPS, THROUGH CONTRIBUTION TO EXAM QUESTION DEVELOPMENT AND THE DEVELOPMENT OF PROFESSIONAL STANDARDS THAT SHAPE THE FUTURE OF THE PROFESSION, BY WRITING AND PUBLISHING WHITE PAPERS AND REVIEWING PROJECT MANAGEMENT MANUALS, BOOKS AND PERIODICALS, OR OTHER IMPORTANT WORK. PMI UTILIZES ITS VOLUNTEER RELATIONS MANAGEMENT SYSTEM (VRMS) AS A RESOURCE FOR ITS MEMBERS TO SEARCH FOR VOLUNTEER OPPORTUNITIES THROUGHOUT THE WORLD AND USES THIS SYSTEM TO TRACK VOLUNTEER ACTIVITIES AND STATISTICS, INCLUDING THE NUMBER OF ACTIVE VOLUNTEERS.

## 990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, LINE 6:	MEMBER RIGHTS ARE DEFINED AS THE OPPORTUNITY TO VOTE ON INSTITUTE MATTERS AND TO HOLD ELECTED OR APPOINTED OFFICE, AS DEFINED IN THE BYLAWS. PRIVILEGES ARE DEFINED AS THOSE TANGIBLE AND INTANGIBLE BENEFITS, PRODUCTS, AND SERVICES OFFERED WITH MEMBERSHIP IN THE INSTITUTE. THE PMI BOARD OF DIRECTORS SHALL ESTABLISH THE PRIVILEGES ASSOCIATED WITH MEMBERSHIP.



**990 Schedule O, Supplemental Information**

Return Reference	Explanation
FORM 990, PART VI, LINE 7A:	<p>THE INSTITUTE MAINTAINS THE FOLLOWING CLASSES AND QUALIFICATIONS OF MEMBERSHIP, EACH CLASS WITH THE RIGHTS HEREINAFTER PROVIDED: 1. MEMBER - REGULAR. ANY PERSON WHO IS INTERESTED IN, OR ENGAGED IN, THE PRACTICE, TEACHING, OR OTHER APPLICATION OF PROJECT MANAGEMENT, INCLUDING RESEARCH CONCERNING PROJECT MANAGEMENT, MAY QUALIFY AS A REGULAR MEMBER OF THE INSTITUTE. REGULAR MEMBER SHALL HAVE VOTING RIGHTS AND MAY HOLD ANY ELECTED OR APPOINTED OFFICE IN THE INSTITUTE. 2. MEMBER - RETIREE. ANY PERSON WHO HAS BEEN A PMI MEMBER IN GOOD STANDING FOR FIVE (5) CONSECUTIVE YEARS, AND WHO HAS RETIRED FROM ACTIVE EMPLOYMENT, QUALIFIES FOR PMI RETIREE MEMBERSHIP. RETIREE MEMBERS SHALL HAVE ALL RIGHTS OF THE REGULAR MEMBER CLASS. 3. MEMBER - STUDENT. ANY PERSON CURRENTLY REGISTERED IN A DEGREE GRANTING PROGRAM AT AN ACCREDITED, OR GLOBALLY EQUIVALENT, COLLEGE/UNIVERSITY, MAY QUALIFY FOR PMI STUDENT MEMBERSHIP. STUDENT MEMBER SHALL NOT BE ENTITLED TO EXERCISE ANY VOTING RIGHTS AND SHALL NOT HOLD ANY ELECTED OFFICE IN THE INSTITUTE, EXCEPT THAT STUDENT MEMBERS MAY HOLD OFFICE AND VOTE WITHIN A PMI COMPONENT, AS MAY BE GRANTED IN THE BYLAWS OF THE COMPONENTS. 4. MEMBER - ASSOCIATE. ANY PERSON WHO JOINS THE INSTITUTE TO ACCESS LIMITED PRIVILEGES PURSUANT TO POLICIES DULY ADOPTED BY THE PMI BOARD OF DIRECTORS. ASSOCIATE MEMBERS SHALL NOT BE ENTITLED TO EXERCISE ANY VOTING RIGHTS, AND SHALL NOT BE A CANDIDATE FOR, NOR HOLD AND ELECTED OR APPOINTED OFFICE IN THE INSTITUTE.</p>

**990 Schedule O, Supplemental Information**

Return Reference	Explanation
FORM 990, PART VI, LINE 7B:	GOVERNANCE DECISIONS OF THE ORGANIZATION ARE RESERVED TO OR SUBJECT TO THE APPROVAL OF MEMBERSHIP. UNDER THE ORGANIZATIONS BYLAWS, CERTAIN CHANGES TO THE BYLAWS REQUIRE MEMBERSHIP APPROVAL.

## 990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, LINE 11B:	<p>A DRAFT OF FORM 990 IS PREPARED BY PMIS EXTERNAL TAX CONSULTANTS. AFTER REVIEW BY PMIS TAX STAFF, THE DRAFT IS REVIEWED BY PMIS FINANCE AND LEGAL STAFF. THE FOLLOWING DRAFT IS PRESENTED FOR REVIEW TO PMIS PRESIDENT AND CHIEF EXECUTIVE OFFICE AND THEN TO THE BOARDS AUDIT COMMITTEE. THE FINAL DRAFT OF THE FORM 990 IS THEN PRESENTED TO THE FULL BOARD. THE FORM 990 WAS DISTRIBUTED ELECTRONICALLY TO THE BOARD OF DIRECTORS FOR THE REVIEW PRIOR TO FILING. THE PROCESS INCLUDES THE OPPORTUNITY FOR MEMBERS OF THE BODY OF THE BOARD OF DIRECTORS TO SUBMIT QUESTIONS/COMMENTS ELECTRONICALLY.</p>

**990 Schedule O, Supplemental Information**

Return Reference	Explanation
FORM 990, PART VI, LINE 12C:	<p>THE PMI CODE OF ETHICS AND PROFESSIONAL CONDUCT REQUIRES THAT INDIVIDUALS ABIDE BY THE BYL AWS, POLICIES, RULES, REQUIREMENTS, AND PROCEDURES OF PMI, AND WILL NOT KNOWINGLY ENGAGE O R ASSIST IN ACTIVITIES THAT COMPROMISE THE INTEGRITY, REPUTATION, PROPERTY, AND/OR LEGAL R IGH TS OF THE INSTITUTE. CONFLICT OF INTEREST DISCLOSURE: INDIVIDUALS ACCOUNTABLE UNDER THE CONFLICT OF INTEREST POLICY MUST IDENTIFY THOSE SITUATIONS WHERE THEY HAVE A CONFLICT OF INTEREST OR WHERE A REASONABLE PERSON MIGHT CONCLUDE THAT THEY HAD A CONFLICT OF INTEREST IN THE ACTIVITY IN WHICH THEY ARE PARTICIPATING OR ABOUT TO PARTICIPATE. SUCH DISCLOSURE S HOULD BE MADE IMMEDIATELY TO THAT STAFF MEMBERS SUPERIOR OR THE GROUP LEADER IN THE CASE O F VOLUNTEERS. PMI CONFLICT OF INTEREST QUESTIONNAIRE. ALL VOLUNTEERS PARTICIPATING IN A PM I VOLUNTEER GROUP AND ALL KEY EMPLOYEES MUST FILL OUT THE QUESTIONNAIRE ANNUALLY. THIS IS TO ENSURE THAT NO CONFLICTS OF INTERESTS THAT HAVE ARISEN AFTER THE PERSON INITIAL INVOLVE MENT ARE DISCLOSED. DISCLOSURE REVIEW: THE CONFLICT OF INTEREST QUESTIONNAIRE, TO BE COMPL ETED BY THE INDIVIDUAL PARTICIPATING ON A PMI VOLUNTEER GROUP, WILL BE REVIEWED BY THE RES POSSIBLE GROUP LEADER FOR HIS/HER KNOWLEDGE AND UNDERSTANDING AND THEN FORWARDED TO THE PM I STAFF MEMBER WHO IS RESPONSIBLE FOR THE VOLUNTEER GROUP OR IN THE CASE OF A BOARD SPONSO RED GROUP, THE PMI GENERAL COUNSEL. THE PMI GENERAL COUNSEL WILL REVIEW THE CONFLICT OF IN TEREST QUESTIONNAIRE OF ALL PMI BOARD MEMBERS AND MEMBERS OF CHARTERED COMMITTEES AND BRIN G CONFLICTS OF INTEREST AND POSSIBLE CONFLICTS OF INTEREST TO THE ATTENTION OF THE PMI CHA IR AND THE CHIEF EXECUTIVE OFFICER FOR RESOLUTION. THE PMI GENERAL COUNSEL WILL REVIEW THE CONFLICT OF INTEREST QUESTIONNAIRES OF ALL KEY EMPLOYEES AND BRING CONFLICTS OF INTEREST AND POSSIBLE CONFLICTS OF INTEREST TO THE ATTENTION OF THE PMI CHIEF EXECUTIVE OFFICER FOR RESOLUTION. THE CHIEF EXECUTIVE OFFICER WILL REVIEW THE QUESTIONNAIRE OF THE GENERAL COUN SEL. POSSIBLE REMEDIES: REMEDIAL ACTIONS FOR DISCLOSED CONFLICTS OR POSSIBLE CONFLICTS OF INTEREST MAY INCLUDE BUT ARE NOT LIMITED TO: - RECUSAL FROM ANY DECISION DEVELOPED BY THE GROUP - RECUSAL FROM THE PART OF THE PROCESS WHERE A CONFLICT EXISTS, SUCH AS NOT REVIEWIN G A COMPETITORS AWARD SUBMITTAL - REPLACEMENT ON THE GROUP - PARTICIPATION AS A SUBJECT MA TTER EXPERT BUT NOT IN DISCUSSIONS OR DELIBERATIONS POLICY USAGE: CARE MUST BE USED TO AVO ID OVERUSE AND MISUSE OF THIS POLICY. THE INSTITUTE REQUIRES INTEGRITY TO FUNCTION PROPERL Y BUT OVER-USE OF THE REQUIREMENT TO COMPLETE THE CONFLICT OF INTEREST QUESTIONNAIRE MAY D ISCOURAGE PARTICIPATION BY OTHERWISE QUALIFIED VOLUNTEERS AND RESULT IN VOLUNTEERS PERCEIV ING THEY ARE BEING HARASSED. FORMS: ALL INDIVIDUAL PMI MEMBERS, VOLUNTEERS PARTICIPATING I N PMI VOLUNTEER GROUP WILL COMPLETE AND SIGN THE PMI CONFLICT OF INTEREST QUESTIONNAIRE, T HE BOARD OF DIRECTORS, CHIEF EXECUTIVE OFFICER, AND VICE PRESIDENTS (FOR PROGRAMS THEY ARE RESPONSIBLE FOR), OTHER GROUP</p>

**990 Schedule O, Supplemental Information**

Return Reference	Explanation
FORM 990, PART VI, LINE 12C:	<p>LEADERS OF PMI VOLUNTEERS GROUPS ARE AUTHORIZED TO USE THE ATTACHED FORM AND THE GROUPS THEY SPONSOR. IT IS ANTICIPATED THAT THE STANDARD FORM ATTACHED WILL APPLY IN MOST CASES, HOWEVER, IF A LEADER BELIEVES THAT MODIFICATION WOULD SERVE THE INTERESTS OF PMI TO MAKE THEIR GROUP MORE PRODUCTIVE THE FORM MAY BE TAILORED WITH THE EXPLICIT CONCURRENCE OF THE PMI GENERAL COUNSEL OR THE DESIGNATED REPRESENTATIVE FROM THE PMI LEGAL DEPARTMENT. RECORD MANAGEMENT: THE PMI OPERATING DEPARTMENT WHICH SPONSORS, SUPPORTS, OR MANAGES A PMI VOLUNTEER GROUP, AFTER COMPLETING THEIR REVIEW OF THE SUBMITTED QUESTIONNAIRES, WILL FORWARD THE QUESTIONNAIRES TO THE PMI LEGAL DEPARTMENT FOR RETENTION IN ACCORDANCE WITH PMIS RECORD MANAGEMENT POLICY. THE LEGAL DEPARTMENT WILL RETAIN THE QUESTIONNAIRES DURING THE LIFE OF THE GROUP AND THE QUESTIONNAIRES WILL BE ARCHIVED WHEN THE GROUP IS DISBANDED. VIOLATIONS: APPARENT VIOLATIONS OF THIS POLICY, INCLUDING BUT NOT LIMITED TO THE FAILURE TO MAKE ADEQUATE AND FULL DISCLOSURE, WILL BE FORWARDED TO THE APPROPRIATE INDIVIDUAL AS DESCRIBED IN PMIS POLICY ON COMPLAINT, DISPUTE, AND GRIEVANCE RESOLUTION OR TO THE ETHICS REVIEW COMMITTEE UNDER PMIS MEMBER ETHICS CASE PROCEDURES, AS APPLICABLE.</p>

**990 Schedule O, Supplemental Information**

Return Reference	Explanation
FORM 990, PART VI, LINE 15A AND 15B:	<p>PMI UTILIZES BROAD PAY RANGES THAT ENCOURAGE GROWTH AND DEVELOPMENT WITHIN POSITIONS OVER TIME. BROAD BANDS ARE REVIEWED ANNUALLY WITH MARKET INFORMATION AND MAY BE ADJUSTED IF WARRANTED WITHIN THE FINANCIAL CONDITION OF THE ORGANIZATION AND TO SUSTAIN COMPETITIVENESS. APPLICABLE MARKET DATA IS USED IN THE DETERMINATION OF BASE SALARIES, WITH ATTENTION TO MARKET SENSITIVE TECHNICAL COMPETENCIES AND PMI AS A WHOLE. COMPENSATION REVIEW IS PART OF THE ORGANIZATION PRACTICE TO REGULARLY ASSESS COMPENSATION PROGRAMS AND SYSTEMS. PMI ENGAGES THE ASSISTANCE OF EXTERNAL CONSULTING RESOURCES TO CONDUCT ASSESSMENTS OF COMPENSATION. COMPREHENSIVE STUDIES HAVE BEEN UNDERTAKEN EVERY TWO TO THREE YEARS WITH ANNUAL REVIEW OF BASE SALARY AND TOTAL CASH COMPENSATION FOR SELECT POSITIONS. THE CEO ACTIVELY REVIEWS COMPENSATION PHILOSOPHY, ASSESSES SALARY DATA ON AN ANNUAL BASIS, AND HAS CONDUCTED COMPREHENSIVE STUDIES OF COMPENSATION EVERY TWO TO THREE YEARS. THE ASSESSMENTS INCLUDE DIRECT AND INDIRECT COMPENSATION, AS WELL AS MARKET-BASED COMPARISONS TO COMPARABLE PROFESSIONAL SOCIETIES AND ORGANIZATIONS, BROAD NON-PROFIT INDUSTRY DATA AND OTHER SURVEY INFORMATION ALIGNED WITH THE NATURE OF THE POSITIONS, SIMILAR SIZE, SCOPE OPERATIONS, INTERNATIONAL ACTIVITIES AND/OR SIMILAR MEMBER PROGRAMS ARE INCLUDED ALONG THE GEOGRAPHIC INFORMATION RELATED TO THE MARKET IN WHICH THE ORGANIZATION COMPETES FOR TALENT.</p>

## 990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, LINE 19:	THE GOVERNING DOCUMENTS, CONFLICTS OF INTEREST POLICY AND AUDITED FINANCIAL STATEMENTS ARE AVAILABLE TO THE GENERAL PUBLIC FOR THE SAME PERIOD OF DISCLOSURE AS SET FORTH IN SECTION 6104(D). THE GOVERNING DOCUMENTS AND CONFLICT OF INTEREST POLICY ARE POSTED ON THE WEBSITE (WWW.PMI.ORG) AND COPIES WILL BE PROVIDED ON REQUEST. THE AUDITED FINANCIAL STATEMENTS WILL BE PROVIDED ON REQUEST BUT ARE ALSO INCLUDED IN PMIS ANNUAL REPORT THAT IS POSTED ON THE PMI.ORG WEBSITE.

**990 Schedule O, Supplemental Information**

Return Reference	Explanation
FORM 990, PART IX LINE 9	ADOPTION OF ASU 2014-09 (7,025,806) OTHER ADJUSTMENTS (8,039,426)



**990 Schedule O, Supplemental Information**

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION:CONSULTING TOTAL FEES:63849600

**990 Schedule O, Supplemental Information**

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION:CONTRACT LABOR TOTAL FEES:6226125

**990 Schedule O, Supplemental Information**

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION:REGIONAL SERVICE CENTER TOTAL FEES:2954768

**990 Schedule O, Supplemental Information**

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION:TEMP STAFF TOTAL FEES:3147460

**990 Schedule O, Supplemental Information**

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION:EMPLOYEE SEARCH FEES TOTAL FEES:1646020

**990 Schedule O, Supplemental Information**

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION:EDITORIAL SERVICES TOTAL FEES:1521607

**990 Schedule O, Supplemental Information**

Return Reference	Explanation
FORM 990 PART IX LINE 11G	DESCRIPTION:TRANSLATION SERVICES TOTAL FEES:411442

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](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

2019

Open to Public Inspection

Name of the organization  
PROJECT MANAGEMENT INSTITUTE

Employer identification number  
23-1887442

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) PMI AUSTRALASIA PTY LIMITED LEVEL 20 TOWER 2 DARLING PARK 201 SYDNEY, NSW 2001 AS 98-0607905	ADVOCACY	AS	1,924	147,086	PMI
(2) PMI (BEIJING) PROJECT MGMT TECH CO LTD RM 1107 11TH FLOOR BEIJING SUN CHAORYANG DIST BEIJING 100080 CH 98-0609885	ADVOCACY	CH	536,547	3,382,688	PMI
(3) PMI KHALEEJI FZ-LLC BLOCK NO 6 1ST FLOOR F-07 KNOWLEDGE VILLAGE DUBAI AE 98-1162223	TRAINING	AE	188,313	799,212	PMI AUSTRALA
(4) PMI MANAGEMENT SINGAPORE PTE LTD 10 MARINA BLVD MARINA BAY FC SINGAPORE SN 98-1174043	CHPTR SUPPORT	SN	103,196	562,129	PMI
(5) PMI MANAGEMENT EUROPE BVBA SQUARE DE MEEUS 35 3D FLOOR BRUSSELS BE 98-1219090	OUTREACH	BE	55,167	449,057	PMI

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)PMI EDUCATIONAL FOUNDATION 14 CAMPUS BOULEVARD  NEWTOWN SQUARE, PA 19073 23-2630701	SUPPORT	PA	501(C)(3)	LINE 12A, I	PMI	Yes	



**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	
<b>(1)</b> PMI ORGANIZATION CENTRE PRIVATE LTD 302-305 3D FLOOR BALARAMA PLOT MUMBAI 400051 IN 98-0566940	OUTREACH/ADVO	IN	PMI		297,975	2,451,261		No	0	Yes		99.900 %

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of- year assets	(h) Percentage ownership	(i) Section 512(b) (13) controlled entity?	
								Yes	No
<b>(1)</b> PMI EUROPE LIMITED 82 ST JOHN STREET LONDON EC1M 4JN UK	HOLDING COMPA	UK	PMI	C CORP	70,948	466,206	100.000 %	Yes	
<b>(2)</b> PMI CANADA 1055 W GEORGIA ST 1500 ROYAL CTR VANCOUVER, BC V6E 4N7 CA	BENCHMARKING	CA	PMI	C CORP	-391,421	70,337	100.000 %	Yes	
<b>(3)</b> PMI HOLDINGS PTY LIMITED 420 GEORGE STREET LEVEL 18 SYDNEY, NSW 2000 AS	HOLDING COMPA	AS	PMI EUROPE LTD	C CORP	-3,300	0	100.000 %	Yes	

**Part V Transactions With Related Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note. Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity . . . . .

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

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

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

e Loans or loan guarantees by related organization(s) . . . . .

f Dividends from related organization(s) . . . . .

g Sale of assets to related organization(s) . . . . .

h Purchase of assets from related organization(s) . . . . .

i Exchange of assets with related organization(s) . . . . .

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

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

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

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

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

o Sharing of paid employees with related organization(s) . . . . .

p Reimbursement paid to related organization(s) for expenses . . . . .

q Reimbursement paid by related organization(s) for expenses . . . . .

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

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

Yes

No

1a

No

1b

Yes

1c

No

1d

Yes

1e

No

1f

No

1g

No

1h

No

1i

No

1j

No

1k

No

1l

No

1m

Yes

1n

No

1o

No

1p

No

1q

Yes

1r

No

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

Schedule R (Form 990) 2019

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: 23-1887442  
Name: PROJECT MANAGEMENT INSTITUTE

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
PMI EDUCATIONAL FOUNDATION	B	6,165,500	
PMI (BEIJING) PROJECT MGMT TECH CO LTD	M	6,001,117	
PMI ORGANIZATION CENTRE PVT LTD	M	1,816,620	
PMI MANAGEMENT EUROPE BVBA	M	1,029,079	
PMI KHALEEJI FZ-LLC	M	1,215,242	
PMI MANAGEMENT SINGAPORE PTE LTD	M	1,056,782	
PMI EUROPE LIMITED	M	1,003,823	
PMI AUSTRALASIA PTY LIMITED	M	23,010	