Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations) ▶ Do not enter social security numbers on this form as it may be made public.

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

OMB No. 1545-0047

2022

Open to Public Inspection

A For the 2022 calendar year, or tax year beginning 07-01-2022 , and ending 06-30-2023

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

C Name of organization
President and Fellows of Harvard College

Doing business as

Number and street (or P.O. box if mail is not delivered to street address) | Room/suite
1033 MASSACHUSETTS AVENUE 3RD FL

City or town, state or province, country, and ZIP or foreign postal code
CAMBRIDGE, MA 02138

D Employer identification number
04-2103580

E Telephone number
(617) 495-7792

G Gross receipts $ 13,028,302,424

F Name and address of principal officer:
ALAN M GARBER
MASSACHUSETTS HALL
CAMBRIDGE, MA 02138

H(a) Is this a group return for subordinates? ☐ Yes ☑ No

H(b) Are all subordinates included? ☐ Yes ☐ No
If "No," attach a list. See instructions.

H(c) Group exemption number ▶

I Tax-exempt status: ☑ 501(c)(3) ☐ 501(c) ( ) ◀ (insert no.) ☐ 4947(a)(1) or ☐ 527

J Website: ▶ WWW.HARVARD.EDU

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

L Year of formation: 1650

M State of legal domicile: MA

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities:
UNDERGRADUATE, GRADUATE, AND PROFESSIONAL EDUCATION AND RESEARCH ACROSS A BROAD ARRAY OF ACADEMIC DOMAINS.

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

3	Number of voting members of the governing body (Part VI, line 1a)	**3**	13
4	Number of independent voting members of the governing body (Part VI, line 1b)	**4**	10
5	Total number of individuals employed in calendar year 2022 (Part V, line 2a)	**5**	37,629
6	Total number of volunteers (estimate if necessary)	**6**	10,000
7a	Total unrelated business revenue from Part VIII, column (C), line 12	**7a**	31,774,513
b	Net unrelated business taxable income from Form 990-T, Part I, line 11	**7b**	0

			Prior Year	Current Year
Revenue	**8**	Contributions and grants (Part VIII, line 1h)	2,281,389,881	1,872,364,529
	9	Program service revenue (Part VIII, line 2g)	2,125,396,553	2,300,718,808
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	5,010,972,211	1,769,569,766
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	205,969,543	109,281,335
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	9,623,728,188	6,051,934,438
Expenses	**13**	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	864,490,026	888,636,059
	14	Benefits paid to or for members (Part IX, column (A), line 4)		0
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	2,631,266,780	2,883,517,726
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	539,856	910,375
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶199,461,213		
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	2,330,516,659	2,480,009,526
	18	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	5,826,813,321	6,253,073,686
	19	Revenue less expenses. Subtract line 18 from line 12	3,796,914,867	-201,139,248

			Beginning of Current Year	End of Year
Net Assets or Fund Balances	**20**	Total assets (Part X, line 16)	70,774,664,000	70,647,595,000
	21	Total liabilities (Part X, line 26)	11,367,565,000	11,160,867,000
	22	Net assets or fund balances. Subtract line 21 from line 20	59,407,099,000	59,486,728,000

Part II Signature Block

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

Sign Here

▶ Signature of officer — Date 2024-05-09

▶ AMANDA MCDONNELL UNIV. CONTROLLER,HARVARD UNIVERSITY
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check ☐ if self-employed	PTIN
Firm's name ▶			Firm's EIN ▶	
Firm's address ▶			Phone no.	

May the IRS discuss this return with the preparer shown above? See Instructions. ☐ **Yes** ☐ **No**

Part III Statement of Program Service Accomplishments

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

1 Briefly describe the organization's mission:

UNDERGRADUATE, GRADUATE, AND PROFESSIONAL EDUCATION AND RESEARCH ACROSS A BROAD ARRAY OF ACADEMIC DOMAINS.

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 $ 4,505,548,827 including grants of $ 714,932,266) (Revenue $ 2,191,725,621)

EDUCATION AND OTHER INSTITUTIONAL ACTIVITIES: HARVARD UNIVERSITY (THE "UNIVERSITY") IS A PRIVATE, NOT-FOR-PROFIT INSTITUTION OF HIGHER EDUCATION WITH APPROXIMATELY 7,178 UNDERGRADUATE AND 14,193 GRADUATE STUDENTS. THE UNIVERSITY INCLUDES THE FACULTY OF ARTS AND SCIENCES (HARVARD COLLEGE), THE JOHN A. PAULSON SCHOOL OF ENGINEERING AND APPLIED SCIENCES, THE DIVISION OF CONTINUING EDUCATION, TEN GRADUATE AND PROFESSIONAL SCHOOLS, THE RADCLIFFE INSTITUTE FOR ADVANCED STUDY, A VARIETY OF RESEARCH MUSEUMS AND INSTITUTES, AND AN EXTENSIVE LIBRARY SYSTEM TO SUPPORT THE TEACHING AND RESEARCH ACTIVITIES OF THE HARVARD COMMUNITY.

4b (Code:) (Expenses $ 987,506,076 including grants of $ 173,703,793) (Revenue $ 108,993,187)

SPONSORED RESEARCH ACTIVITIES: THE RANGE OF RESEARCH ACTIVITIES AT HARVARD IS BROAD AND DEEP. HARVARD SCHOLARS CONDUCT RESEARCH IN ALMOST EVERY FIELD, AND SEEK TO EXPAND HUMAN KNOWLEDGE THROUGH ANALYSIS, INNOVATION, AND INSIGHT. AS REPORTED ON PART VIII, RESEARCH IS SUPPORTED BY FEDERAL GRANTS (LINE 1E), NON-FEDERAL SPONSORED GRANTS (LINE 1F) AND NON-FEDERAL SPONSORED CONTRACTS (LINE 2B). THE UNIVERSITY'S PRINCIPAL SOURCE OF FEDERAL SPONSORED FUNDS IS THE DEPARTMENT OF HEALTH AND HUMAN SERVICES. THE UNIVERSITY ALSO HAS MANY NON-FEDERAL SOURCES OF SPONSORED AWARDS, GRANTS, AND CONTRACTS, INCLUDING RESEARCH INSTITUTES, FOUNDATIONS, STATE AND LOCAL GOVERNMENTS, FOREIGN GOVERNMENTS, AND CORPORATIONS. SPONSORED GRANTS AND CONTRACTS NORMALLY PROVIDE FOR THE RECOVERY OF DIRECT AND INDIRECT COSTS.

4c (Code:) (Expenses $ including grants of $) (Revenue $)

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

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

4e **Total program service expenses** ▶ 5,493,054,903

Part IV Checklist of Required Schedules

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

Part IV Checklist of Required Schedules *(continued)*

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

Part V Statements Regarding Other IRS Filings and Tax Compliance

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

				Yes	No
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a	44,346		
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b	0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?			1c Yes	

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

2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	**2a** 37,629			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?		**2b**	Yes	
3a	Did the organization have unrelated business gross income of $1,000 or more during the year?		**3a**	Yes	
b	If "Yes," has it filed a Form 990-T for this year? *If "No" to line 3b, provide an explanation in Schedule O*		**3b**	Yes	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		**4a**	Yes	
b	If "Yes," enter the name of the foreign country: ▶ HK,HU,IN,AR,EI,IS,IT,JE,LU,AS,MP,MX, MG,MO,NL,NZ,NU,PM,PE,PL,SN,SF,SP,TS ,TU,BE,UK,UY,BD,BR,CA,CJ,CI,CH,FR,GR. See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).				
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		**5a**		No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		**5b**		No
c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?		**5c**		
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		**6a**		No
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		**6b**		
7	**Organizations that may receive deductible contributions under section 170(c).**				
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?		**7a**	Yes	
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		**7b**	Yes	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		**7c**	Yes	
d	If "Yes," indicate the number of Forms 8282 filed during the year	**7d** 2			
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		**7e**		No
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		**7f**		No
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		**7g**		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		**7h**		
8	**Sponsoring organizations maintaining donor advised funds.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		**8**		No
9	**Sponsoring organizations maintaining donor advised funds.**				
a	Did the sponsoring organization make any taxable distributions under section 4966?		**9a**		No
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		**9b**		No
10	**Section 501(c)(7) organizations.** Enter:				
a	Initiation fees and capital contributions included on Part VIII, line 12	**10a**			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	**10b**			
11	**Section 501(c)(12) organizations.** Enter:				
a	Gross income from members or shareholders	**11a**			
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	**11b**			
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?		**12a**		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year.	**12b**			
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**				
a	Is the organization licensed to issue qualified health plans in more than one state? **Note.** See the instructions for additional information the organization must report on Schedule O.		**13a**		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	**13b**			
c	Enter the amount of reserves on hand	**13c**			
14a	Did the organization receive any payments for indoor tanning services during the tax year?		**14a**		No
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation in Schedule O*		**14b**		
15	Is the organization subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment(s) during the year?		**15**	Yes	
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.		**16**	Yes	
17	**Section 501(c)(21) organizations.** Did the trust, or any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953? If "Yes," complete Form 6069.		**17**		

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

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

Section A. Governing Body and Management

				Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year. 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.	1a	13		
b	Enter the number of voting members included in line 1a, above, who are independent	1b	10		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2		Yes	
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?	3			No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4			No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5			No
6	Did the organization have members or stockholders?	6			No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a			No
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b		Yes	
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a	The governing body?	8a		Yes	
b	Each committee with authority to act on behalf of the governing body?	8b		Yes	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses in Schedule O*	9			No

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

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

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed ▶ CA,IL,MA

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

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

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

20 State the name, address, and telephone number of the person who possesses the organization's books and records:
▶OFFICE OF THE CONTROLLER 1033 MASSACHUSETTS AVENUE 3RD FL CAMBRIDGE,MA 02138 (617) 495-7792

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

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

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

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than $100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

See the 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.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee): Individual trustee or director	Institutional Trustee;	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
(1) LAWRENCE S BACOW PRESIDENT	60.0 3.0	X		X				1,333,866	0	423,243
(2) PAUL J FINNEGAN FELLOW/TREASURER	5.0 6.0	X		X				0	0	0
(3) BIDDY MARTIN FELLOW	5.0 1.0	X						2,083	0	0
(4) DAVID M RUBENSTEIN FELLOW	5.0 1.0	X						0	0	0
(5) DIANA L NELSON FELLOW	5.0 1.0	X						0	0	0
(6) KAREN GORDON MILLS FELLOW; SENIOR FELLOW AT HBS	45.0 1.0	X						170,482	0	33,135
(7) KENNETH I CHENAULT FELLOW	5.0 1.0	X						0	0	0
(8) MARIANO-FLORENTINO CUELLAR FELLOW	5.0 1.0	X						0	0	0
(9) PENNY S PRITZKER FELLOW	9.0 1.0	X						0	0	0
(10) SHIRLEY M TILGHMAN FELLOW	5.0 1.0	X						0	0	0
(11) THEODORE V WELLS JR FELLOW	5.0 1.0	X						0	0	0
(12) TIMOTHY R BARAKETT FELLOW	5.0 1.0	X						0	0	0
(13) TRACY PALANDJIAN FELLOW	5.0 1.0	X						0	0	0
(14) ALAN M GARBER PROVOST	60.0 2.0			X				884,365	0	238,402
(15) BRIAN LEE V.P. FOR ALUMNI AFFAIRS AND DEVELOPMENT	60.0 0			X				866,200	0	69,472
(16) DIANE LOPEZ V.P. AND GENERAL COUNSEL	60.0 0			X				730,917	0	68,785
(17) KATHERINE N LAPP EXECUTIVE VICE PRESIDENT UNTIL 08/05/22	60.0 4.0			X				2,347,789	0	46,759

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee): Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
(18) KLARA JELINKOVA V.P. AND CHIEF INFORMATION OFFICER	60.0 0			X				553,994	0	67,023
(19) MANUEL CUEVAS-TRISAN V.P. FOR HUMAN RESOURCES	60.0 0			X				497,196	0	70,715
(20) MARC L GOODHEART V.P. AND SECRETARY OF THE UNIVERSITY	60.0 1.0			X				498,064	0	67,455
(21) MARTHA WHITEHEAD V.P. FOR THE HARVARD LIBRARY	60.0 0			X				415,046	0	62,104
(22) MEREDITH WEENICK EXECUTIVE VICE PRESIDENT AS OF 08/06/22	60.0 5.0			X				625,257	0	49,945
(23) PAUL ANDREW V.P. PUBLIC AFFAIRS AND COMM.	60.0 0			X				542,989	0	71,451
(24) SEAN CARON V.P. FOR CAMPUS SERVICES AS OF 01/03/23	60.0 2.5			X				287,486	0	67,280
(25) THOMAS J HOLLISTER V.P. FOR FINANCE AND C.F.O.	60.0 2.0			X				630,779	0	72,261
(26) CLAUDINE GAY DEAN, FACULTY OF ARTS & SCIENCES	60.0 0.5				X			679,638	0	271,735
(27) GEORGE Q DALEY DEAN, FACULTY OF MEDICINE	60.0 4.0				X			931,184	0	39,013
(28) SRIKANT M DATAR DEAN, FACULTY OF BUSINESS	60.0 0				X			837,798	0	188,847
(29) DAVID J MALAN FACULTY	60.0 0					X		1,330,171	0	51,434
(30) MIHIR A DESAI FACULTY	48.0 12.0					X		1,023,888	24,900	40,445
(31) ROHIT DESHPANDE FACULTY	48.0 12.0					X		2,167,890	13,500	52,742
(32) VILANGADU G NARAYANAN FACULTY	48.0 12.0					X		956,641	38,000	73,178
(33) WALTER C KESTER FACULTY	60.0 0					X		2,053,063	0	66,085
(34) DREW GILPIN FAUST SEE SCHEDULE O	60.0 0.0						X	395,290	0	66,383
(35) MICHAEL D SMITH SEE SCHEDULE O	60.0 0						X	490,616	0	65,549
1b Sub-Total . . . . . ▶										
c Total from continuation sheets to Part VII, Section A . . ▶										
d Total (add lines 1b and 1c) . . . . . ▶								21,252,692	76,400	2,323,441

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 of reportable compensation from the organization ▶ 5,990

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

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than $100,000 of

compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
YOH SERVICES INC 1500 SPRING GARDEN STREET PHILADELPHIA, PA 19130	EMPLOYMENT SERVICES	64,038,461
LEE KENNEDY CO INC 122 QUINCY SHORE DRIVE QUINCY, MA 02171	CONSTRUCTION CONTRACTOR	52,200,194
SECURITAS SECURITY 1412 BROADWAY 17TH FLOOR NEW YORK, NY 10018	SECURITY SERVICES	32,681,623
RESTAURANT ASSOCIATES INC 132 W 31ST STREET SUITE 601 NEW YORK, NY 10001	DINING SERVICES	31,200,665
C&W FACILITY SERVICES INC 117 KENDRICK STREET SUITE 250 NEEDHAM, MA 02494	FACILITY SERVICES	30,283,217
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 ▶ 971		

Part VIII Statement of Revenue

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

		(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
Contributions, Gifts, Grants, and OtherAmt Similar Amounts	1a Federated campaigns . .	1a			
	b Membership dues . .	1b	3,268,146		
	c Fundraising events . .	1c	250,372		
	d Related organizations	1d			
	e Government grants (contributions)	1e	657,397,375		
	f All other contributions, gifts, grants, and similar amounts not included above	1f	1,211,448,636		
	g Noncash contributions included in lines 1a - 1f:$	1g	68,812,924		
	h **Total.** Add lines 1a-1f . . . . . ▶				1,872,364,529

Program Service Revenue

	Business Code				
2a STUDENT TUITION, ROOM & BOARD	900099	1,875,978,459	1,875,978,459		
b NON-FEDERAL CONTRACTS	900099	108,993,187	108,993,187		
c AUXILIARY HEALTH SERVICES	621400	79,238,463			79,238,463
d PUBLICATIONS	511130	33,897,251	33,897,251		
e STUDENT/EMPLOYEE SERVICES	611710	30,363,319		379,042	29,984,277
f All other program service revenue.		172,248,129	112,614,210	29,432,186	30,201,733
g **Total.** Add lines 2a–2f. . . . . ▶	2,300,718,808				

Other Revenue

3 Investment income (including dividends, interest, and other similar amounts)		419,470,369		1,963,285	417,507,084
4 Income from investment of tax-exempt bond proceeds ▶					
5 Royalties . . . . . ▶		85,590,340			85,590,340

		(i) Real	(ii) Personal				
6a Gross rents	6a	62,677,335					
b Less: rental expenses	6b	38,824,990					
c Rental income or (loss)	6c	23,852,345	0				
d Net rental income or (loss) . . . . . ▶				23,852,345			23,852,345

		(i) Securities	(ii) Other				
7a Gross amount from sales of assets other than inventory	7a	8,286,507,681	943,362				
b Less: cost or other basis and sales expenses	7b	6,936,961,296	390,350				
c Gain or (loss)	7c	1,349,546,385	553,012				
d Net gain or (loss) . . . . . ▶				1,350,099,397			1,350,099,397

8a Gross income from fundraising events (not including $ 250,372 of contributions reported on line 1c). See Part IV, line 18	8a	30,000				
b Less: direct expenses	8b	191,350				
c Net income or (loss) from fundraising events . . ▶			-161,350			-161,350
9a Gross income from gaming activities. See Part IV, line 19 . . .	9a					
b Less: direct expenses	9b					
c Net income or (loss) from gaming activities . . ▶						
10a Gross sales of inventory, less returns and allowances . .	10a					
b Less: cost of goods sold . .	10b					
c Net income or (loss) from sales of inventory . . ▶						

	Business Code				
11a					
b					
c					
d All other revenue		0	0	0	0
e **Total.** Add lines 11a–11d . . . . . ▶		0			
12 **Total revenue.** See instructions . . . . ▶		6,051,934,438	2,131,483,107	31,774,513	2,016,312,289

OtherRevenueMiscAmt

Part IX Statement of Functional Expenses

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	145,322,970	145,322,970		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	714,212,540	714,212,540		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16.	29,100,549	29,100,549		
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	14,742,758	1,356,345	11,890,238	1,496,175
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	692,308	692,308	0	0
7 Other salaries and wages	2,276,380,171	2,035,870,707	146,450,947	94,058,517
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	181,551,727	162,369,997	11,680,133	7,501,597
9 Other employee benefits	263,389,177	235,560,965	16,945,146	10,883,066
10 Payroll taxes	146,761,585	131,255,586	9,441,908	6,064,091
11 Fees for services (non-employees):				
a Management	35,134,060	33,633,238	1,080,102	420,720
b Legal	19,518,233	3,943,907	15,397,146	177,180
c Accounting	2,968,992	610,107	2,358,885	0
d Lobbying	319,492	205,388	114,104	0
e Professional fundraising services. See Part IV, line 17	910,375			910,375
f Investment management fees	128,722,073	0	128,722,073	0
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	507,949,247	445,273,557	58,206,760	4,468,930
12 Advertising and promotion	53,220,282	50,071,232	1,683,608	1,465,442
13 Office expenses	218,973,393	207,439,879	6,733,197	4,800,317
14 Information technology	125,353,222	106,144,648	14,181,342	5,027,232
15 Royalties	3,455,691	3,437,035	14,542	4,114
16 Occupancy	334,280,353	280,650,982	39,499,866	14,129,505
17 Travel	89,009,468	83,546,474	1,103,640	4,359,354
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	77,760,902	62,212,440	5,170,720	10,377,742
20 Interest	205,840,845	182,228,110	15,682,576	7,930,159
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	400,535,428	363,068,612	20,213,051	17,253,765
23 Insurance	22,493,539	9,147,321	13,345,931	287
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a PAYMENTS TO ANNUITANTS	74,071,951	74,071,951		
b TAXES AND FEES	51,988,553	25,544,673	25,324,530	1,119,350
c BOOKS/PUBLICATIONS	49,802,836	49,297,407	297,696	207,733
d PUBLISHING	19,309,438	15,923,303	879,443	2,506,692
e All other expenses	59,301,528	40,862,672	14,139,986	4,298,870
25 **Total functional expenses.** Add lines 1 through 24e	6,253,073,686	5,493,054,903	560,557,570	199,461,213
26 **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ▶ ☐ if following SOP 98-2 (ASC 958-720).				

Part X Balance Sheet

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

				(A) Beginning of year		(B) End of year
Assets	1	Cash–non-interest-bearing		88,073,000	1	24,963,000
	2	Savings and temporary cash investments		72,531,000	2	125,323,000
	3	Pledges and grants receivable, net		2,662,958,000	3	2,519,837,000
	4	Accounts receivable, net		195,537,000	4	177,151,000
	5	Loans and other receivables from 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		3,319,000	5	2,582,000
	6	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	6	0
	7	Notes and loans receivable, net		377,419,000	7	397,758,000
	8	Inventories for sale or use		5,103,000	8	5,020,000
	9	Prepaid expenses and deferred charges		294,970,000	9	340,893,000
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 14,690,776,000			
	b	Less: accumulated depreciation	10b 6,410,932,000	8,172,404,000	10c	8,279,844,000
	11	Investments—publicly traded securities		31,506,645,000	11	31,299,935,000
	12	Investments—other securities. See Part IV, line 11		25,018,277,000	12	25,915,704,000
	13	Investments—program-related. See Part IV, line 11		0	13	
	14	Intangible assets			14	
	15	Other assets. See Part IV, line 11		2,377,428,000	15	1,558,585,000
	16	**Total assets.** Add lines 1 through 15 (must equal line 33)		70,774,664,000	16	70,647,595,000
Liabilities	17	Accounts payable and accrued expenses		576,636,000	17	499,132,000
	18	Grants payable			18	
	19	Deferred revenue		502,256,000	19	587,519,000
	20	Tax-exempt bond liabilities		2,248,535,000	20	2,230,540,000
	21	Escrow or custodial account liability. Complete Part IV of Schedule D			21	
	22	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	22	0
	23	Secured mortgages and notes payable to unrelated third parties			23	
	24	Unsecured notes and loans payable to unrelated third parties		3,868,668,000	24	3,984,194,000
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17 - 24). Complete Part X of Schedule D		4,171,470,000	25	3,859,482,000
	26	**Total liabilities.** Add lines 17 through 25		11,367,565,000	26	11,160,867,000
Net Assets or Fund Balances		**Organizations that follow FASB ASC 958, check here ▶ ☑ and complete lines 27, 28, 32, and 33.**				
	27	Net assets without donor restrictions		15,120,586,000	27	15,380,440,000
	28	Net assets with donor restrictions		44,286,513,000	28	44,106,288,000
		Organizations that do not follow FASB ASC 958, check here ▶ ☐ and complete lines 29 through 33.				
	29	Capital stock or trust principal, or current funds			29	
	30	Paid-in or capital surplus, or land, building or equipment fund			30	
	31	Retained earnings, endowment, accumulated income, or other funds			31	
	32	Total net assets or fund balances		59,407,099,000	32	59,486,728,000
	33	Total liabilities and net assets/fund balances		70,774,664,000	33	70,647,595,000

Part XI Reconcilliation of Net Assets

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

1	Total revenue (must equal Part VIII, column (A), line 12)	1	6,051,934,438
2	Total expenses (must equal Part IX, column (A), line 25)	2	6,253,073,686
3	Revenue less expenses. Subtract line 2 from line 1	3	-201,139,248
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	59,407,099,000
5	Net unrealized gains (losses) on investments	5	-43,848,046
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	324,616,294
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column	10	59,486,728,000

Part XII Financial Statements and Reporting

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

			Yes	No
1	Accounting method used to prepare the Form 990: ☐ Cash ☑ Accrual ☐ Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a		No
	If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
b	Were the organization's financial statements audited by an independent accountant?	2b	Yes	
	If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: ☐ Separate basis ☑ Consolidated basis ☐ Both consolidated and separate basis			
c	If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	2c	Yes	
	If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.			
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?	3a	Yes	
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.	3b	Yes	

Additional Data

Return to Form

Software ID: 22016089

Software Version: 2022v5.0

Form 990, Special Condition Description:

Special Condition Description

SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

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

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization
President and Fellows of Harvard College

Employer identification number
04-2103580

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**

2 ☑ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)

3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**

4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state:

5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)

6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**

7 ☐ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)

8 ☐ A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)

9 ☐ An agricultural research organization described in **170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture. See instructions. Enter the name, city, and state of the college or university:

10 ☐ An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)

11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**

12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.

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

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

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

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

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

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

g Provide the following information about the supported organization(s).

(i) Name of supported organization	**(ii)** EIN	**(iii)** Type of organization (described on lines 1- 10 above (see instructions))	**(iv)** Is the organization listed in your governing document?		**(v)** Amount of monetary support (see instructions)	**(vi)** Amount of other support (see instructions)
			Yes	**No**		
Total						

Part II **Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)** (Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization failed to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grant.")	2,775,718,408	1,419,818,892	1,877,529,760	2,281,389,881	1,872,364,529	10,226,821,470
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						0
3 The value of services or facilities furnished by a governmental unit to the organization without charge						0
4 **Total.** Add lines 1 through 3	2,775,718,408	1,419,818,892	1,877,529,760	2,281,389,881	1,872,364,529	10,226,821,470
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						724,249,374
6 **Public support.** Subtract line 5 from line 4.						9,502,572,096

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
7 Amounts from line 4	2,775,718,408	1,419,818,892	1,877,529,760	2,281,389,881	1,872,364,529	10,226,821,470
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	462,914,576	470,599,701	396,476,556	587,199,263	565,774,759	2,482,964,855
9 Net income from unrelated business activities, whether or not the business is regularly carried on	442,728	710,281	189,527	1,134,892	4,067,163	6,544,591
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)	129,727,945	132,317,248	96,897,119	122,994,948	139,263,123	621,200,383
11 **Total support.** Add lines 7 through 10						13,337,531,299

12 Gross receipts from related activities, etc. (see instructions) **12** 9,196,277,038

13 **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** . . . . . ▶ ☐

Section C. Computation of Public Support Percentage

14 Public support percentage for 2022 (line 6, column (f) divided by line 11, column (f)) . . . . . **14** 71.25 %

15 Public support percentage for 2020 Schedule A, Part II, line 14 . . . . . **15** 71.46 %

16a **33 1/3% support test—2022.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization . . . . . ▶ ☑

b **33 1/3% support test—2021.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization . . . . . ▶ ☐

17a **10%-facts-and-circumstances test—2022.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization . . . . . ▶ ☐

b **10%-facts-and-circumstances test—2021.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization . . . . . ▶ ☐

18 **Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions . . . . . ▶ ☐

Part III **Support Schedule for Organizations Described in Section 509(a)(2)**
(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . .						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 **Total.** Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of $5,000 or 1% of the amount on line 13 for the year.						
c Add lines 7a and 7b. .						
8 **Public support.** (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
9 Amounts from line 6. . .						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources . .						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975.						
c Add lines 10a and 10b.						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on.						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . .						
13 **Total support.** (Add lines 9, 10c, 11, and 12.). .						

14 **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**. . . . . ▶☐

Section C. Computation of Public Support Percentage

15	Public support percentage for 2022 (line 8, column (f) divided by line 13, column (f))	15
16	Public support percentage from 2021 Schedule A, Part III, line 15	16

Section D. Computation of Investment Income Percentage

17	Investment income percentage for **2022** (line 10c, column (f) divided by line 13, column (f))	17
18	Investment income percentage from **2021** Schedule A, Part III, line 17	18

19a **33 1/3% support tests-2022.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization . . . . . ▶☐

b **33 1/3% support tests—2021.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization . . . . . ▶☐

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

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, of Part I, complete Sections A and B. If you checked box 12b, of Part I, complete Sections A and C. If you checked box 12c, of Part I, complete Sections A, D, and E. If you checked box 12d, of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

			Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? *If "No," describe in **Part VI** how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.*	1		
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? *If "Yes," explain in **Part VI** how the organization determined that the supported organization was described in section 509(a)(1) or (2).*	2		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? *If "Yes," answer lines 3b and 3c below.*	3a		
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? *If "Yes," describe in **Part VI** when and how the organization made the determination.*	3b		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? *If "Yes," explain in **Part VI** what controls the organization put in place to ensure such use.*	3c		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? *If "Yes" and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.*	4a		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? *If "Yes," describe in **Part VI** how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.*	4b		
c	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? *If "Yes," explain in **Part VI** what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.*	4c		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? *If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in **Part VI,** including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).*	5a		
b	**Type I or Type II only.** Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	5b		
c	**Substitutions only.** Was the substitution the result of an event beyond the organization's control?	5c		
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? *If "Yes," provide detail in **Part VI.***	6		
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? *If "Yes," complete Part I of Schedule L (Form 990) .*	7		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? *If "Yes," complete Part I of Schedule L (Form 990).*	8		
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? *If "Yes," provide detail in **Part VI.***	9a		
b	Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? *If "Yes," provide detail in **Part VI.***	9b		
c	Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? *If "Yes," provide detail in **Part VI.***	9c		
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? *If "Yes," answer line 10b below.*	10a		
b	Did the organization have any excess business holdings in the tax year? *(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings).*	10b		

Part IV **Supporting Organizations** (continued)

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

Section B. Type I Supporting Organizations

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

Section C. Type II Supporting Organizations

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

Section D. All Type III Supporting Organizations

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

Section E. Type III Functionally-Integrated Supporting Organizations

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

- **a** ☐ The organization satisfied the Activities Test. Complete **line 2** below.
- **b** ☐ The organization is the parent of each of its supported organizations. Complete **line 3** below.
- **c** ☐ The organization supported a governmental entity. Describe in **Part VI** how you supported a government entity (see instructions)

2 Activities Test. **Answer lines 2a and 2b below.**

			Yes	No
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? *If "Yes," then in* ***Part VI identify those supported organizations and explain*** *how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.*	**2a**		
b	Did the activities described on line 2a, above constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? *If "Yes," explain in* ***Part VI*** *the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.*	**2b**		

3 Parent of Supported Organizations. **Answer lines 3a and 3b below.**

a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? *If "Yes" or "No", provide details in* ***Part VI.***	**3a**		
b	Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? *If "Yes," describe in* ***Part VI.*** *the role played by the organization in this regard.*	**3b**		

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

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

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

	Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):	1		
a	Average monthly value of securities	1a		
b	Average monthly cash balances	1b		
c	Fair market value of other non-exempt-use assets	1c		
d	**Total** (add lines 1a, 1b, and 1c)	1d		
e	**Discount** claimed for blockage or other factors (*explain in detail in **Part VI***):			
2	Acquisition indebtedness applicable to non-exempt use assets	2		
3	Subtract line 2 from line 1d	3		
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4		
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6	Multiply line 5 by 0.035	6		
7	Recoveries of prior-year distributions	7		
8	**Minimum Asset Amount** (add line 7 to line 6)	8		

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

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

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

Section D - Distributions		**Current Year**
1 Amounts paid to supported organizations to accomplish exempt purposes	**1**	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	**2**	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	**3**	
4 Amounts paid to acquire exempt-use assets	**4**	
5 Qualified set-aside amounts (*prior IRS approval required - provide details in* ***Part VI***)	**5**	
6 Other distributions (*describe in* ***Part VI***). See instructions	**6**	
7 **Total annual distributions.** Add lines 1 through 6.	**7**	
8 Distributions to attentive supported organizations to which the organization is responsive (*provide details in* ***Part VI***). See instructions	**8**	
9 Distributable amount for 2022 from Section C, line 6	**9**	
10 Line 8 amount divided by Line 9 amount	**10**	

Section E - Distribution Allocations (see instructions)	**(i) Excess Distributions**	**(ii) Underdistributions Pre-2022**	**(iii) Distributable Amount for 2022**
1 Distributable amount for 2022 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2022 (reasonable cause required-- *explain in* ***Part VI***). See instructions.			
3 Excess distributions carryover, if any, to 2022:			
a From 2017.			
b From 2018.			
c From 2019.			
d From 2020.			
e From 2021.			
f **Total** of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2022 distributable amount			
i Carryover from 2017 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2022 from Section D, line 7: $			
a Applied to underdistributions of prior years			
b Applied to 2022 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2022, if any. Subtract lines 3g and 4a from line 2. If the amount is greater than zero, *explain in* ***Part VI***. See instructions.			
6 Remaining underdistributions for 2022. Subtract lines 3h and 4b from line 1. If the amount is greater than zero, *explain in* ***Part VI***. See instructions.			
7 **Excess distributions carryover to 2023.** Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2018.			
b Excess from 2019.			
c Excess from 2020.			
d Excess from 2021.			
e Excess from 2022.			

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

Facts And Circumstances Test

Return Reference	Explanation
Schedule A, Part II, Line 10 Other Income	DESCRIPTION - PROGRAM SERVICE REVENUE EXCLUDED FROM TAX UNDER SECTIONS 512-514, COLUMN A - XXX-XX-XXXX.0, COLUMN B - XXX-XX-XXXX.0, COLUMN C - 96897119.0, COLUMN D - XXX-XX-XXXX.0, COLUMN E - XXX-XX-XXXX.0, COLUMN F - XXX-XX-XXXX.0; DESCRIPTION - NET INCOME OR (LOSS) FROM FUNDRAISING EVENTS, COLUMN A - 10579.0, COLUMN B - -450.0, COLUMN C - 0.0, COLUMN D - -579.0, COLUMN E - -161350.0, COLUMN F - -151800.0;

Additional Data

Return to Form

Software ID: 22016089
Software Version: 2022v5.0

Schedule B

(Form 990)
Department of the Treasury
Internal Revenue Service

Schedule of Contributors

▶ **Attach to Form 990, 990-EZ, or 990-PF.**
▶ **Go to *www.irs.gov/Form990* for the latest information.**

OMB No. 1545-0047

2022

Name of the organization	**Employer identification number**
President and Fellows of Harvard College	04-2103580

Organization type (check one):

Filers of:	**Section:**
Form 990 or 990-EZ	☐ 501(c)( ) (enter number) organization
	☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation
	☐ 527 political organization
Form 990-PF	☐ 501(c)(3) exempt private foundation
	☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation
	☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule.**
Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

☐ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling $5,000 or more (in money or other property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

☐ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** $5,000 or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h, or (ii) Form 990-EZ, line 1. Complete Parts I and II.

☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than $1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I, II, and III.

☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than $1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling $5,000 or more during the year . . . . . ▶ $ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

Name of organization
President and Fellows of Harvard College

Employer identification number
04-2103580

Part I **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

Contributors

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
RESTRICTED	,	$ RESTRICTED	☐ Person ☐ Payroll ☐ Noncash (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-		$	☐ Person ☐ Payroll ☐ Noncash (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-		$	☐ Person ☐ Payroll ☐ Noncash (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-		$	☐ Person ☐ Payroll ☐ Noncash (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-		$	☐ Person ☐ Payroll ☐ Noncash (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
-		$	☐ Person ☐ Payroll ☐ Noncash (Complete Part II for noncash contributions.)

Name of organization
President and Fellows of Harvard College

Employer identification number
04-2103580

Part II **Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions)	(d) Date received
-		$	

Name of organization
President and Fellows of Harvard College

Employer identification number
04-2103580

Part III ***Exclusively*** **religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than $1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of *exclusively* religious, charitable, etc., contributions of $1,000 or less for the year. (Enter this information once. See instructions.) ▶ $ _____**

Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP 4	Relationship of transferor to transferee

Additional Data

Return to Form

Software ID: 22016089

Software Version: 2022v5.0

SCHEDULE C
(Form 990)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities

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

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

OMB No. 1545-0047

2022

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	Employer identification number
President and Fellows of Harvard College	04-2103580

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

1 Provide a description of the organization's direct and indirect political campaign activities in Part IV. See instructions for definition of "political campaign activities."

2 Political campaign activity expenditures. See instructions ..... ▶ $

3 Volunteer hours for political campaign activities. See instructions .....

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

1 Enter the amount of any excise tax incurred by the organization under section 4955 ..... $

2 Enter the amount of any excise tax incurred by organization managers under section 4955 ..... $

3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year? ..... ☐ **Yes** ☐ **No**

4a Was a correction made? ..... ☐ **Yes** ☐ **No**

b If "Yes," describe in Part IV.

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

1 Enter the amount directly expended by the filing organization for section 527 exempt function activities ..... $

2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities ..... ▶ $

3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b..... $

4 Did the filing organization file **Form 1120-POL** for this year? ..... ☐ **Yes** ☐ **No**

5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

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

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

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

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

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)	**(a)** Filing organization's totals	**(b)** Affiliated group totals
1a Total lobbying expenditures to influence public opinion (grass roots lobbying)		
b Total lobbying expenditures to influence a legislative body (direct lobbying)		
c Total lobbying expenditures (add lines 1a and 1b)		
d Other exempt purpose expenditures		
e Total exempt purpose expenditures (add lines 1c and 1d)		
f Lobbying nontaxable amount. Enter the amount from the following table in both columns.		
g Grassroots nontaxable amount (enter 25% of line 1f)		
h Subtract line 1g from line 1a. If zero or less, enter -0-.		
i Subtract line 1f from line 1c. If zero or less, enter -0-.		

If the amount on line 1e, column (a) or (b) is:	**The lobbying nontaxable amount is:**
Not over $500,000	20% of the amount on line 1e.
Over $500,000 but not over $1,000,000	$100,000 plus 15% of the excess over $500,000.
Over $1,000,000 but not over $1,500,000	$175,000 plus 10% of the excess over $1,000,000.
Over $1,500,000 but not over $17,000,000	$225,000 plus 5% of the excess over $1,500,000.
Over $17,000,000	$1,000,000.

j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year? ☐ **Yes** ☐ **No**

4-Year Averaging Period Under Section 501(h)

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

Lobbying Expenditures During 4-Year Averaging Period

Calendar year (or fiscal year beginning in)	**(a)** 2018	**(b)** 2019	**(c)** 2020	**(d)** 2021	**(e)** Total
2a Lobbying nontaxable amount					
b Lobbying ceiling amount (150% of line 2a, column(e))					
c Total lobbying expenditures					
d Grassroots nontaxable amount					
e Grassroots ceiling amount (150% of line 2d, column (e))					
f Grassroots lobbying expenditures					

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

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

		(a) Yes	(a) No	(b) Amount
1	During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
a	Volunteers?		No	
b	Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?	Yes		
c	Media advertisements?		No	
d	Mailings to members, legislators, or the public?	Yes		200
e	Publications, or published or broadcast statements?	Yes		3,362
f	Grants to other organizations for lobbying purposes?	Yes		315,930
g	Direct contact with legislators, their staffs, government officials, or a legislative body?	Yes		268,008
h	Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?		No	
i	Other activities?			
j	Total. Add lines 1c through 1i			587,500
2a	Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?		No	
b	If "Yes," enter the amount of any tax incurred under section 4912			
c	If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d	If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

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

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

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

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

Part IV **Supplemental Information**

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

Return Reference	Explanation
Schedule C, Part I-A POLITICAL CAMPAIGN ACTIVITIES	THE UNIVERSITY DOES NOT ENGAGE IN DIRECT OR INDIRECT POLITICAL CAMPAIGN ACTIVITIES ON BEHALF OF OR IN OPPOSITION TO CANDIDATES FOR PUBLIC OFFICE. THEREFORE, THE UNIVERSITY DOES NOT INCUR ANY EXCISE TAX IMPOSED UNDER SECTION 4955 REPORTABLE ON IRS FORM 4720, RETURN OF CERTAIN EXCISE TAXES UNDER CHAPTERS 41 AND 42 OF THE INTERNAL REVENUE CODE.
Schedule C, Part II-B LOBBYING ACTIVITY	THE UNIVERSITY ENGAGED IN LOBBYING ACTIVITIES BUT DID NOT MAKE A SECTION 501(H) LOBBYING EXPENDITURE ELECTION BY FILING FORM 5768. THE UNIVERSITY HAS ENGAGED IN DIRECT INTERACTION WITH LEGISLATORS AND STAFF BY TELEPHONE, EMAIL, DIRECT MAIL AND IN PERSON. LOBBYING DISCLOSURES FOR FORM 990 JULY 1, 2022 THROUGH JUNE 30, 2023: ISSUES LOBBIED AT THE FEDERAL LEVEL INCLUDE: - ISSUES REGARDING TAX EXEMPT STATUS, INCLUDING COLLEGE AND UNIVERSITY ENDOWMENTS, TAXES ON UNRELATED BUSINESS INCOME, NET INVESTMENT INCOME, AND EXECUTIVE COMPENSATION, STATE AND COMMUNITY PROPOSALS, AND POLICIES RELATED TO CHARITABLE GIVING AND TAX INCENTIVES. - ISSUES REGARDING TAX ADMINISTRATION, EMPLOYEE BENEFITS, AND HEALTH CARE REFORM - ISSUES RELATED TO HEALTH CARE, PUBLIC HEALTH, AND PANDEMIC PREPARATION AND RESPONSE - BUDGET AND APPROPRIATIONS FOR STUDENT FINANCIAL AID, EDUCATION, AND RESEARCH AT NIH, NSF, DOD, DOE, NASA, EPA, ED, NEH, AND HHS - IMMIGRATION LEGISLATION AND VISA POLICIES - EDUCATION AND STUDENT AID ISSUES, SPECIFICALLY PELL GRANTS AND FEDERAL LOANS, CONSUMER AND PUBLIC DISCLOSURES, STEM EDUCATION, COLLEGE COST, ACCOUNTABILITY, GRADUATE EDUCATION, INTERNATIONAL EDUCATION, CAMPUS SAFETY, PUBLIC SERVICE, AND VETERANS AND MILITARY EDUCATION - LEGISLATION CONCERNING MUSEUMS, LIBRARIES, THE ARTS AND THE HUMANITIES - LEGISLATION CONCERNING US INNOVATION AND COMPETITIVENESS, INCLUDING RESEARCH SECURITY, AUTHORIZATIONS FOR VARIOUS SCIENCE AGENCIES, INCLUDING NIH, OSTP, NSF, NASA, DOD, ENERGY'S OFFICE OF SCIENCE, NIST, AND OTHER AGENCIES ISSUES LOBBIED FOR THE COMMONWEALTH OF MASSACHUSETTS INCLUDE: - LEGISLATION RELATED TO TAX POLICY REGARDING NONPROFITS - ISSUES AND LEGISLATION RELATED TO COLLEGE AND UNIVERSITY ENDOWMENTS - LEGISLATION RELATED TO STUDENT ATHLETICS - ISSUES RELATED TO TRANSPORTATION INFRASTRUCTURE - LEGISLATION AND APPROPRIATIONS RELATED TO STUDENT FINANCIAL AID - LEGISLATION AND ISSUES CONCERNING INNOVATION AND ECONOMIC DEVELOPMENT
Schedule C, Part II-B, Line 1 DETAILED DESCRIPTION OF THE LOBBYING ACTIVITY	THE UNIVERSITY PAYS MEMBERSHIP DUES TO MEMBER ORGANIZATIONS WHICH MAY ENGAGE IN LOBBYING ACTIVITIES. THEREFORE, A PORTION OF THE DUES MAY BE ATTRIBUTABLE TO LOBBYING ACTIVITIES.

Additional Data

Return to Form

Software ID: 22016089
Software Version: 2022v5.0

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

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

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization
President and Fellows of Harvard College

Employer identification number
04-2103580

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	60	
2	Aggregate value of contributions to (during year)	4,754,427	
3	Aggregate value of grants from (during year)	12,874,082	
4	Aggregate value at end of year	218,813,984	

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 FASB 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 FASB 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 FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1 ▶ $ _____

b Assets included in Form 990, Part X ▶ $ _____

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

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

- **a** ☑ Public exhibition
- **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:

		Amount
c Beginning balance	**1c**	0
d Additions during the year	**1d**	24,091,046
e Distributions during the year	**1e**	24,091,046
f Ending balance	**1f**	0

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	49,425,810,000	51,619,868,000	40,674,723,000	39,731,489,000	38,047,627,000
b Contributions	431,655,000	770,348,000	427,462,000	289,890,000	1,203,653,000
c Net investment earnings, gains, and losses	1,298,941,000	-914,067,000	12,445,078,000	2,594,836,000	2,254,628,000
d Grants or scholarships	345,682,000	322,730,000	286,382,000	301,653,000	294,783,000
e Other expenditures for facilities and programs	1,182,415,000	1,459,422,000	1,400,197,000	1,408,827,000	1,243,231,000
f Administrative expenses	300,636,000	268,187,000	240,816,000	231,012,000	236,405,000
g End of year balance	49,327,673,000	49,425,810,000	51,619,868,000	40,674,723,000	39,731,489,000

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

- **a** Board designated or quasi-endowment ▶ 26 %
- **b** Permanent endowment ▶ 22.6 %
- **c** Term endowment ▶ 51.4 %

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

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

	Yes	No
(i) Unrelated organizations	Yes	
(ii) Related organizations	Yes	
b If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R?	Yes	

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		900,426,000		900,426,000
b Buildings		11,664,597,000	5,272,552,000	6,392,045,000
c Leasehold improvements		203,481,000		203,481,000
d Equipment		1,433,069,000	1,138,380,000	294,689,000
e Other		489,203,000		489,203,000
Total. Add lines 1a through 1e. *(Column (d) must equal Form 990, Part X, column (B), line 10(c).)* ▶				8,279,844,000

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

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other		
(A) PRIVATE EQUITIES	22,568,838,000	F
(B) REAL ASSETS	3,346,866,000	F
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. *(Column (b) must equal Form 990, Part X, col. (B) line 12.)* ▶	25,915,704,000	

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	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, col.(B) line 25.)* ▶	3,859,482,000

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

Part XI **Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.**
Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

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

Part XII **Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**
Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

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

Part XIII

Supplemental Information

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

Return Reference	Explanation
Schedule D, Part III, Line 1a Collections of art - financial statement footnote	THE UNIVERSITY'S VAST ARRAY OF MUSEUMS AND LIBRARIES CONTAINS PRICELESS WORKS OF ART, HISTORICAL TREASURES, LITERARY WORKS, AND ARTIFACTS. THESE COLLECTIONS ARE PROTECTED AND PRESERVED FOR PUBLIC EXHIBITION, EDUCATION, RESEARCH, AND THE FURTHERANCE OF PUBLIC SERVICE. THEY ARE NEITHER DISPOSED OF FOR FINANCIAL GAIN NOR ENCUMBERED IN ANY MANNER. ACCORDINGLY, SUCH COLLECTIONS ARE NOT RECORDED FOR FINANCIAL STATEMENT PURPOSES.
Schedule D, Part III, Line 4 Collections of art - description of collections	HARVARD ART MUSEUMS: THE HARVARD ART MUSEUMS ARE THREE MUSEUMS (FOGG MUSEUM, BUSCH-REISINGER MUSEUM, ARTHUR M. SACKLER MUSEUM) AND FOUR RESEARCH CENTERS (STRAUS CENTER FOR CONSERVATION AND TECHNICAL STUDIES, CENTER FOR THE TECHNICAL STUDY OF MODERN ART, HARVARD ART MUSEUM ARCHIVES, ARCHAEOLOGICAL EXPLORATION OF SARDIS, TURKEY). THE MUSEUMS' COLLECTION CONSISTS OF MORE THAN 250,000 OBJECTS IN ALL MEDIA, RANGING IN DATE FROM ANTIQUITY TO THE PRESENT WITH WORLDWIDE ORIGINS. THE COLLECTION IS AN IMPORTANT RESOURCE FOR THE HARVARD UNIVERSITY COMMUNITY, AS WELL AS TO A BROADER AUDIENCE OF STUDENTS, SCHOLARS, AND THE GENERAL PUBLIC. IT IS USED TO ADVANCE THE KNOWLEDGE AND APPRECIATION OF ART AND ART MUSEUMS THROUGH PROGRAMS INVOLVING RESEARCH, TEACHING, PROFESSIONAL TRAINING, AND PUBLIC EDUCATION. ARNOLD ARBORETUM: THE ARNOLD ARBORETUM OF HARVARD UNIVERSITY IS THE OLDEST PUBLIC ARBORETUM IN NORTH AMERICA AND ONE OF THE WORLD'S LEADING CENTERS FOR THE STUDY OF PLANTS. ADMINISTERED BY THE OFFICE OF THE PROVOST OF HARVARD UNIVERSITY AND A LINK IN BOSTON'S EMERALD NECKLACE OF PARKS, THE ARNOLD ARBORETUM IS A UNIQUE BLEND OF RESPECTED RESEARCH INSTITUTION AND BELOVED PUBLIC LANDSCAPE. WE PROVIDE AND SUPPORT WORLD-CLASS RESEARCH, HORTICULTURE, AND EDUCATION PROGRAMS THAT FOSTER THE UNDERSTANDING, APPRECIATION, AND PRESERVATION OF TREES. COLLECTION OF HISTORICAL SCIENTIFIC INSTRUMENTS: HARVARD UNIVERSITY HAS BEEN ACQUIRING SCIENTIFIC INSTRUMENTS ON A CONTINUOUS BASIS FOR TEACHING AND RESEARCH SINCE 1672. THE COLLECTION OF HISTORICAL SCIENTIFIC INSTRUMENTS, WHICH WAS ESTABLISHED IN 1948 TO PRESERVE THIS APPARATUS AS A RESOURCE FOR TEACHING AND RESEARCH IN THE HISTORY OF SCIENCE AND TECHNOLOGY, HAS BECOME ONE OF THE THREE LARGEST UNIVERSITY COLLECTIONS OF ITS KIND IN THE WORLD. IT CONTAINS OVER 20,000 OBJECTS DATING FROM ABOUT 1400 TO THE PRESENT. A BROAD RANGE OF SCIENTIFIC DISCIPLINES ARE REPRESENTED, INCLUDING ASTRONOMY, NAVIGATION, HOROLOGY, SURVEYING, GEOLOGY, CALCULATING, PHYSICS, BIOLOGY, MEDICINE, PSYCHOLOGY, ELECTRICITY, AND COMMUNICATION. SIGNIFICANT INSTRUMENTS, MADE OBSOLETE BY NEW TECHNOLOGIES, CONTINUE TO BE INCORPORATED. MANY OF THE DOCUMENTS DETAILING THE PURCHASE AND USE OF THE INSTRUMENTS HAVE BEEN PRESERVED, AND ARE AVAILABLE FOR RESEARCH IN THE COLLECTION'S ADJUNCT LIBRARY. MUSEUM OF COMPARATIVE ZOOLOGY (WITHIN THE MUSEUM OF NATURAL HISTORY): THE

Return Reference	Explanation
	MUSEUM OF COMPARATIVE ZOOLOGY (THE MCZ) WAS FOUNDED IN 1859 ON THE CONCEPT THAT COLLECTIONS ARE AN INTEGRAL AND FUNDAMENTAL COMPONENT OF ZOOLOGICAL RESEARCH AND TEACHING. THIS 150-YEAR-OLD COMMITMENT REMAINS A STRONG AND PROUD TRADITION FOR THE MCZ. THE PRESENT-DAY MCZ CONTAINS OVER 21 MILLION SPECIMENS IN TEN RESEARCH COLLECTIONS WHICH COMPRISE ONE OF THE WORLD'S RICHEST AND MOST VARIED RESOURCES FOR STUDYING THE DIVERSITY OF LIFE. THE MUSEUM SERVES AS THE PRIMARY REPOSITORY FOR ZOOLOGICAL SPECIMENS COLLECTED BY PAST AND PRESENT HARVARD FACULTY-CURATORS, STAFF AND ASSOCIATES CONDUCTING RESEARCH AROUND THE WORLD. AS A PREMIER UNIVERSITY MUSEUM AND RESEARCH INSTITUTION, THE SPECIMENS AND THEIR RELATED DATA ARE AVAILABLE TO RESEARCHERS OF THE SCIENTIFIC AND MUSEUM COMMUNITY. USE OF THE COLLECTIONS IN STUDENT RESEARCH IS ALSO ENCOURAGED. FISHER MUSEUM HARVARD FOREST: THE FISHER MUSEUM'S MAIN EXHIBIT DISPLAYS TWENTY-THREE INTERNATIONALLY ACCLAIMED MODELS (DIORAMAS) PORTRAYING THE HISTORY, CONSERVATION AND MANAGEMENT OF CENTRAL NEW ENGLAND FORESTS. OTHER EXHIBITS AT THE MUSEUM REPRESENT THE RANGE OF HARVARD FOREST'S RESEARCH. HARVARD UNIVERSITY HERBARIA (WITHIN MUSEUM OF NATURAL HISTORY): THE HARVARD UNIVERSITY HERBARIA ARE AMONG SOME SEVERAL THOUSAND COLLECTIONS OF PRESSED, DRIED PLANT SPECIMENS WORLDWIDE THAT ARE USED BY RESEARCHERS TO FURTHER OUR UNDERSTANDING OF THE PLANT WORLD. SOME OF THE EARLIEST HERBARIA WERE FOUNDED IN EUROPE IN THE EARLY 1600'S, DURING THE DAYS OF EXPLORATION, WHEN KNOWLEDGE OF THE EARTH'S FLORA WAS GROWING AT SUCH A RAPID PACE THAT BOTANICAL GARDENS COULD NO LONGER MAINTAIN LIVING EXAMPLES OF EVERY KNOWN SPECIES. WHILE HERBARIUM COLLECTIONS OF ALL SIZES EXIST TODAY, THERE ARE FEWER THAN 75 HERBARIA WORLDWIDE WITH MORE THAN ONE MILLION SPECIMENS. HERBARIUM COLLECTIONS HAVE BEEN BUILT BY THE EFFORTS OF NUMEROUS BOTANISTS AND PLANT COLLECTORS WHO SEARCHED FROM REMOTE AND ISOLATED JUNGLES TO INNER CITY WASTE LOTS AND RAILROAD TRACKS TO DOCUMENT THE DIVERSITY AND DISTRIBUTION OF THE EARTH'S FLORA. REPRESENTATIVES OF MOST KNOWN SPECIES OF PLANTS CAN BE FOUND IN HERBARIA TODAY, CAREFULLY MOUNTED ON SHEETS OF ARCHIVAL QUALITY PAPER, LABELED WITH IMPORTANT INFORMATION ABOUT THEM, AND STORED ON SHELVES IN CABINETS. IN ESSENCE, A HERBARIUM IS ANALOGOUS TO A LIBRARY OF CAREFULLY PRESERVED PLANTS WHERE THE SPECIMENS THEMSELVES AND THE LABELS ASSOCIATED WITH THEM PROVIDE A WEALTH OF INFORMATION ONCE THEY HAVE BEEN "READ STUDIED BY SCIENTISTS. THE SPECIMENS ARE THE KEY TO UNDERSTANDING PLANT RELATIONSHIPS, GEOGRAPHIC DISTRIBUTIONS, ECONOMIC USEFULNESS, EVEN THEIR MOLECULAR MAKEUP. AS WE LOSE NATURAL HABITATS THE WORLD OVER, HERBARIA INCREASINGLY SERVE AS A RECORD OF THE RECENT HISTORY OF PLANT LIFE, AND AS A REPOSITORY OF PRECIOUS GENETIC INFORMATION. HERBARIA HOLD THE TOOLS FOR OUR UNDERSTANDING OF THE PLANT WORLD. MINERALOGICAL AND GEOLOGICAL MUSEUM (WITHIN MUSEUM OF NATURAL HISTORY): THE HARVARD MINERAL COLLECTION RANKS AMONG THE WORLD'S FINEST DUE TO ITS VERY BROAD REPRESENTATION, WEALTH OF RARE SPECIES; LARGE NUMBER OF SPECIMENS DESCRIBED IN THE SCIENTIFIC LITERATURE; AND THE QUALITY OF ITS DISPLAY SPECIMENS. A RICH SYSTEMATIC MINERAL COLLECTION AND DISPLAYS OF GEMSTONES ARE THE PRINCIPAL EXHIBITS IN THE MINERAL GALLERY. THE MUSEUM IS COMMITTED TO THE DEVELOPMENT AND PRESERVATION OF WORLD-CLASS COLLECTIONS OF MINERALS, GEMS, ROCKS, ORES, AND METEORITES FOR RESEARCH, EDUCATION, AND PUBLIC DISPLAY. ITS EARLIEST COLLECTIONS DATE BACK TO THE LATE 18TH CENTURY. THE MUSEUM CATERS TO THE HARVARD STUDENTS AND FACULTY AS WELL AS THE GEOLOGICAL COMMUNITY AT LARGE BY SERVING AS A UNIQUELY RICH RESOURCE OF MATERIALS AND INFORMATION. PEABODY MUSEUM OF ARCHAEOLOGY AND ETHNOLOGY: THE PEABODY MUSEUM OF ARCHAEOLOGY AND ETHNOLOGY IS STEWARD TO ONE OF THE OLDEST AND LARGEST COLLECTIONS OF CULTURAL OBJECTS IN THE WESTERN HEMISPHERE. SINCE THE LATE NINETEENTH CENTURY, THE MUSEUM HAS PLAYED AN ACTIVE PART IN THE HISTORY OF AMERICAN ANTHROPOLOGY AND IN THE EVOLVING RELATIONSHIP BETWEEN MUSEUMS AND NATIVE PEOPLES. THE PEABODY STRIVES TO MAKE COLLECTIONS WIDELY ACCESSIBLE AND ENGAGE ISSUES OF CONCERN TO DIVERSE AUDIENCES. TODAY, THE PEABODY HOUSES MORE THAN SIX MILLION INDIVIDUAL OBJECTS, 500,000 PHOTOGRAPHIC IMAGES, AND SUBSTANTIAL ARCHIVAL RECORDS. STRONGEST IN THE CULTURES OF NORTH, CENTRAL, AND SOUTH AMERICA, AND THE PACIFIC ISLANDS, THE PEABODY IS ALSO CARETAKER TO IMPORTANT COLLECTIONS FROM AFRICA, EUROPE, AND ASIA. COLLECTION TYPES INCLUDE ARCHAEOLOGY; ETHNOGRAPHY; OSTEOLOGY; AND PAINTING, DRAWING, AND PRINTS. SEMITIC MUSEUM: THE SEMITIC MUSEUM IS HOME TO THE UNIVERSITY'S COLLECTIONS OF NEAR EASTERN ARCHAEOLOGICAL ARTIFACTS. THESE ARTIFACTS COMPRISE OVER 40,000 ITEMS, INCLUDING POTTERY, CYLINDER SEALS, SCULPTURE, COINS AND CUNEIFORM TABLETS. MANY ARE FROM MUSEUM-SPONSORED EXCAVATIONS IN ISRAEL, JORDAN, IRAQ, EGYPT, CYPRUS, AND TUNISIA. THE MUSEUM IS DEDICATED TO THE USE OF THESE COLLECTIONS FOR THE TEACHING, RESEARCH, AND PUBLICATION OF NEAR EASTERN ARCHAEOLOGY, HISTORY, AND CULTURE. WARREN ANATOMICAL MUSEUM: THE WARREN ANATOMICAL MUSEUM'S PRESENT COLLECTION CONTAINS APPROXIMATELY 15,000 ARTIFACTS AND CASES INCLUDING: ANATOMICAL AND PATHOLOGICAL PREPARATIONS; VARIOUS WAX, PAPER MACHE, AND DRY PREPARATION ANATOMICAL MODELS; PHOTOGRAPHS, PRINTS, PAINTINGS, AND DRAWINGS; MEDICAL INSTRUMENTS AND MACHINES; AND OTHER MEDICAL MEMORABILIA. ALONG WITH THE WELL-KNOWN SKULL OF PHINEAS GAGE, THE MUSEUM HOLDS MANY OTHER RARE AND INTERESTING ITEMS. AMONG THESE ARE THE PHRENOLOGICAL COLLECTION OF JOHANN GASPAR SPURZHEIM, THE BOSTON SOCIETY FOR MEDICAL IMPROVEMENT COLLECTION, AND A W. T. G. MORTON-TYPE ETHER INHALER. THE MUSEUM PROMOTES THE COLLECTION FOR THE PURPOSES OF MEDICAL EDUCATION IN ALL FORMS WHENEVER POSSIBLE, BY EXPANDING ITS SCOPE TO PROVIDE PUBLIC PROGRAMMING AND EDUCATIONAL RESOURCES TO THE LARGER COMMUNITY. CARPENTER CENTER FOR THE VISUAL ARTS: CARPENTER CENTER FOR THE VISUAL ARTS IS DEDICATED TO THE SYNTHESIS OF ART, DESIGN, AND EDUCATION THROUGH THE EXHIBITION OF EXISTING WORKS AND PRODUCTION OF NEW COMMISSIONS. IT STRIVES TO BRING PEOPLE, IDEAS, AND OBJECTS TOGETHER IN GENERATIVE WAYS THAT PROVIDE UNPARALLELED EXPERIENCES WITH CONTEMPORARY ART, ULTIMATELY ENRICHING THE CREATIVE AND INTELLECTUAL LIVES OF THEIR AUDIENCES.
Schedule D, Part IV, Line 1b Agent, trustee, custodian, or other intermediary arrangement	AGENCY FUNDS REPRESENT AWARDS UNDER WHICH HARVARD SERVES AS AN INTERMEDIARY AGENT BETWEEN THE SPONSOR (USUALLY FEDERAL) AND THE ULTIMATE THIRD PARTY RECIPIENT. THE TRANSFER OF THE ASSETS TO HARVARD IS NOT A CONTRIBUTION RECEIVED BY HARVARD AND THE TRANSFER OF ASSETS TO THE RECIPIENT IS NOT A CONTRIBUTION MADE BY HARVARD. HARVARD DRAWS DOWN ON ITS FEDERAL LINES OF CREDIT MONTHLY TO COVER THOSE COSTS INCURRED ON FEDERAL AWARDS. THEREFORE,

Return Reference	Explanation
	THERE IS NO BEGINNING OR ENDING BALANCE FOR THESE AGENCY FUNDS.
Schedule D, Part V, Line 4 Intended uses of endowment funds	THE PRIMARY GOAL OF THE ENDOWMENT IS TO SUPPORT THE UNIVERSITY'S TEACHING AND RESEARCH MISSION.

Additional Data

Return to Form

Software ID: 22016089
Software Version: 2022v5.0

SCHEDULE E
(Form 990)

Department of the Treasury
Internal Revenue Service

Schools

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 13, or Form 990-EZ, Part VI, line 48.**
▶ **Attach to Form 990 or Form 990-EZ.**
▶ **Go to *www.irs.gov/Form990EZ* for the latest information.**

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization
President and Fellows of Harvard College

Employer identification number
04-2103580

Part I

			YES	NO
1	Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?	1	Yes	
2	Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?	2	Yes	
3	Has the organization publicized its racially nondiscriminatory policy on its primary publicly accessible Internet homepage at any time during its taxable year in a manner reasonably expected to be noticed by visitors to the homepage, or through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If "Yes," please describe. If "No," please explain. If you need more space use Part II.	3		No
4	Does the organization maintain the following?			
a	Records indicating the racial composition of the student body, faculty, and administrative staff?	4a	Yes	
b	Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?	4b	Yes	
c	Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?	4c	Yes	
d	Copies of all material used by the organization or on its behalf to solicit contributions?	4d	Yes	
	If you answered "No" to any of the above, please explain. If you need more space, use Part II.			
5	Does the organization discriminate by race in any way with respect to:			
a	Students' rights or privileges?	5a		No
b	Admissions policies?	5b		No
c	Employment of faculty or administrative staff?	5c		No
d	Scholarships or other financial assistance?	5d		No
e	Educational policies?	5e		No
f	Use of facilities?	5f		No
g	Athletic programs?	5g		No
h	Other extracurricular activities?	5h		No
	If you answered "Yes" to any of the above, please explain. If you need more space, use Part II.			
6a	Does the organization receive any financial aid or assistance from a governmental agency?	6a	Yes	
b	Has the organization's right to such aid ever been revoked or suspended?	6b		No
	If you answered "Yes" to either line 6a or line 6b, explain on Part II.			
7	Does the organization certify that it has complied with the applicable requirements of sections 4.01 through 4.05 of Rev. Proc. 75-50, 1975-2 C.B. 587, as modified by Rev. Proc. 2019-22, 2019-22 I.R.B. 1260, covering racial nondiscrimination? If "No," explain on Part II.	7	Yes	

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

Return Reference	Explanation
Schedule E, Part I, Line 3 RACIALLY NONDISCRIMINATORY POLICY	THE ORGANIZATION MEETS THE CRITERIA ESTABLISHED IN SECTION 4.0 REVENUE PROCEDURE 75-50. THE UNIVERSITY DRAWS A SUBSTANTIAL PERCENTAGE OF ITS STUDENTS NATIONWIDE AND WORLDWIDE AND FOLLOWS A RACIALLY NONDISCRIMINATORY POLICY AS TO STUDENTS. IT SATISFIES THE PUBLICITY REQUIREMENT BY INCLUDING A STATEMENT OF ITS RACIALLY NONDISCRIMINATORY POLICY AS TO STUDENTS IN ALL ITS BROCHURES AND CATALOGS DEALING WITH STUDENT ADMISSIONS, PROGRAMS, AND SCHOLARSHIPS. IT ALSO REFERENCES ITS RACIALLY NONDISCRIMINATORY POLICY IN OTHER WRITTEN ADVERTISING THAT IT USES AS A MEANS OF INFORMING PROSPECTIVE STUDENTS OF ITS PROGRAMS.
Schedule E, Part I, Line 6(a) FINANCIAL AID OR ASSISTANCE FROM A GOVERNMENT	THIS ORGANIZATION RECEIVES FUNDS FOR RESEARCH AND ADMINISTERS FEDERAL AID PROGRAMS TO STUDENTS ENROLLED IN POST-SECONDARY EDUCATION.

Schedule E (Form 990) (2022)

Additional Data

Return to Form

Software ID: 22016089
Software Version: 2022v5.0

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* for instructions and the latest information.

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization
President and Fellows of Harvard College

Employer identification number
04-2103580

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

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in 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
(1) Central America and the Caribbean			Fundraising		207
(2) Central America and the Caribbean			Grantmaking		112,115
(3) Central America and the Caribbean	0	0	Program Services	UNIVERSITY ACTIVITIES	345,364
(4) East Asia and the Pacific			Fundraising		468,925
(5) East Asia and the Pacific			Grantmaking		1,839,427
(6) East Asia and the Pacific			Investments		9,511,556
(7) East Asia and the Pacific	2	6	Program Services	UNIVERSITY ACTIVITIES	8,438,691
(8) Europe (Including Iceland and Greenland)			Fundraising		814,352
(9) Europe (Including Iceland and Greenland)			Grantmaking		10,946,658
(10) Europe (Including Iceland and Greenland)			Investments		296,438,482
(11) Europe (Including Iceland and Greenland)	1	88	Program Services	UNIVERSITY ACTIVITIES	40,428,696
(12) Middle East and North Africa			Fundraising		348,291
(13) Middle East and North Africa			Grantmaking		417,106
(14) Middle East and North Africa	0	8	Program Services	UNIVERSITY ACTIVITIES	3,831,559
(15) North America (Canada & Mexico only)			Fundraising		99,163
(16) North America (Canada & Mexico only)			Grantmaking		2,069,864
(17) North America (Canada & Mexico only)	0	17	Program Services	UNIVERSITY ACTIVITIES	5,287,438
(18) Russia and Neighboring States			Grantmaking		52,931
(19) Russia and Neighboring States	0	0	Program Services	UNIVERSITY ACTIVITIES	246,778
(20) South America			Fundraising		13,651
(21) South America			Grantmaking		2,120,840
(22) South America	0	2	Program Services	UNIVERSITY ACTIVITIES	3,125,727
(23) South Asia			Fundraising		34,470
(24) South Asia			Grantmaking		1,791,333
(25) South Asia	0	14	Program Services	UNIVERSITY ACTIVITIES	2,824,498
(26) Sub-Saharan Africa			Fundraising		220,960
(27) Sub-Saharan Africa			Grantmaking		9,750,272
(28) Sub-Saharan Africa	0	16	Program Services	UNIVERSITY ACTIVITIES	12,043,852
3a Sub-total	3	102			376,110,456
b Total from continuation sheets to Part I . . .	0	49			37,512,750
c Totals (add lines 3a and 3b)	3	151			413,623,206

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

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of noncash assistance	(h) Description of noncash assistance	(i) Method of valuation (book, FMV, appraisal, other)
(1)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD.	4,613,448	EFT OR CHECK			
(2)			North America (Canada & Mexico only)	SPONSORED RESEARCH SUB-AWARD	1,025,000	EFT OR CHECK			
(3)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	950,347	EFT OR CHECK			
(4)			South America	SPONSORED RESEARCH SUB-AWARD	887,854	EFT OR CHECK			
(5)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	773,879	EFT OR CHECK			
(6)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	756,453	EFT OR CHECK			
(7)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	597,281	EFT OR CHECK			
(8)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	574,564	EFT OR CHECK			
(9)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	507,410	EFT OR CHECK			
(10)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	485,860	EFT OR CHECK			
(11)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	471,371	EFT OR CHECK			
(12)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	450,482	EFT OR CHECK			
(13)			South America	SPONSORED RESEARCH SUB-AWARD	443,332	EFT OR CHECK			
(14)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	431,469	EFT OR CHECK			
(15)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	418,118	EFT OR CHECK			
(16)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	415,569	EFT OR CHECK			
(17)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	375,000	EFT OR CHECK			
(18)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	357,443	EFT OR CHECK			
(19)			South Asia	SPONSORED RESEARCH SUB-AWARD	312,367	EFT OR CHECK			
(20)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	307,111	EFT OR CHECK			
(21)			South Asia	SPONSORED RESEARCH SUB-AWARD	300,000	EFT OR CHECK			
(22)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	282,046	EFT OR CHECK			
(23)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	264,007	EFT OR CHECK			
(24)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	263,187	EFT OR CHECK			
(25)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	256,549	EFT OR CHECK			
(26)			East Asia and the Pacific	SPONSORED RESEARCH SUB-AWARD	228,714	EFT OR CHECK			
(27)			East Asia and the Pacific	SPONSORED RESEARCH SUB-AWARD	227,207	EFT OR CHECK			
(28)			South Asia	SPONSORED RESEARCH SUB-AWARD	217,163	EFT OR CHECK			
(29)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	203,545	EFT OR CHECK			
(30)			South America	SPONSORED RESEARCH SUB-AWARD	200,000	EFT OR CHECK			
(31)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	187,977	EFT OR CHECK			
(32)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	186,803	EFT OR CHECK			
(33)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	180,549	EFT OR CHECK			
(34)			South America	SPONSORED RESEARCH SUB-AWARD	175,363	EFT OR CHECK			
(35)			South Asia	SPONSORED RESEARCH SUB-AWARD	164,783	EFT OR CHECK			
(36)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	156,444	EFT OR CHECK			
(37)			South America	SPONSORED RESEARCH SUB-AWARD	153,985	EFT OR CHECK			
(38)			East Asia and the Pacific	SPONSORED RESEARCH SUB-AWARD	150,000	EFT OR CHECK			
(39)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	150,000	EFT OR CHECK			
(40)			East Asia and the Pacific	SPONSORED RESEARCH SUB-AWARD	149,160	EFT OR CHECK			
(41)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	146,510	EFT OR CHECK			
(42)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	145,768	EFT OR CHECK			
(43)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	128,144	EFT OR CHECK			
(44)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	126,842	EFT OR CHECK			
(45)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	125,930	EFT OR CHECK			
(46)			Middle East and North Africa	SPONSORED RESEARCH SUB-AWARD	122,000	EFT OR CHECK			
(47)			East Asia and the Pacific	SPONSORED RESEARCH SUB-AWARD	121,155	EFT OR CHECK			
(48)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	120,653	EFT OR CHECK			
(49)			East Asia and the Pacific	SPONSORED RESEARCH SUB-AWARD	119,573	EFT OR CHECK			
(50)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	111,061	EFT OR CHECK			
(51)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	110,000	EFT OR CHECK			
(52)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	109,448	EFT OR CHECK			
(53)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	109,109	EFT OR CHECK			
(54)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	105,565	EFT OR CHECK			
(55)			Middle East and North Africa	SPONSORED RESEARCH SUB-AWARD	103,641	EFT OR CHECK			
(56)			South Asia	SPONSORED RESEARCH SUB-AWARD	101,775	EFT OR CHECK			
(57)			North America (Canada & Mexico only)	SPONSORED RESEARCH SUB-AWARD	101,727	EFT OR CHECK			
(58)			South Asia	SPONSORED RESEARCH SUB-AWARD	99,842	EFT OR CHECK			
(59)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	99,643	EFT OR CHECK			
(60)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	98,908	EFT OR CHECK			
(61)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	96,018	EFT OR CHECK			
(62)			South America	SPONSORED RESEARCH SUB-AWARD	90,559	EFT OR CHECK			
(63)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	74,271	EFT OR CHECK			
(64)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	71,063	EFT OR CHECK			
(65)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	70,714	EFT OR CHECK			
(66)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	65,000	EFT OR CHECK			
(67)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	60,216	EFT OR CHECK			
(68)			East Asia and the Pacific	SPONSORED RESEARCH SUB-AWARD	57,818	EFT OR CHECK			
(69)			North America (Canada & Mexico only)	SPONSORED RESEARCH SUB-AWARD	56,760	EFT OR CHECK			
(70)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	56,663	EFT OR CHECK			
(71)			East Asia and the Pacific	SPONSORED RESEARCH SUB-AWARD	55,796	EFT OR CHECK			
(72)			North America (Canada & Mexico only)	SPONSORED RESEARCH SUB-AWARD	54,084	EFT OR CHECK			
(73)			South Asia	SPONSORED RESEARCH SUB-AWARD	52,708	EFT OR CHECK			
(74)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	52,523	EFT OR CHECK			
(75)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	52,399	EFT OR CHECK			
(76)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	50,002	EFT OR CHECK			
(77)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	50,000	EFT OR CHECK			
(78)			North America (Canada & Mexico only)	SPONSORED RESEARCH SUB-AWARD	49,999	EFT OR CHECK			
(79)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	45,661	EFT OR CHECK			
(80)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	44,068	EFT OR CHECK			
(81)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	43,098	EFT OR CHECK			
(82)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	42,950	EFT OR CHECK			
(83)			East Asia and the Pacific	SPONSORED RESEARCH SUB-AWARD	40,045	EFT OR CHECK			
(84)			Middle East and North Africa	SPONSORED RESEARCH SUB-AWARD	39,472	EFT OR CHECK			
(85)			South Asia	SPONSORED RESEARCH SUB-AWARD	39,010	EFT OR CHECK			
(86)			East Asia and the Pacific	SPONSORED RESEARCH SUB-AWARD	38,918	EFT OR CHECK			
(87)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	38,705	EFT OR CHECK			
(88)			East Asia and the Pacific	SPONSORED RESEARCH SUB-AWARD	37,991	EFT OR CHECK			
(89)			North America (Canada & Mexico only)	SPONSORED RESEARCH SUB-AWARD	36,385	EFT OR CHECK			
(90)			Middle East and North Africa	SPONSORED RESEARCH SUB-AWARD	34,400	EFT OR CHECK			
(91)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	32,500	EFT OR CHECK			
(92)			North America (Canada & Mexico only)	SPONSORED RESEARCH SUB-AWARD	31,421	EFT OR CHECK			
(93)			Middle East and North Africa	SPONSORED RESEARCH SUB-AWARD	27,707	EFT OR CHECK			
(94)			Russia and Neighboring States	SPONSORED RESEARCH SUB-AWARD	26,568	EFT OR CHECK			
(95)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	26,555	EFT OR CHECK			
(96)			North America (Canada & Mexico only)	SPONSORED RESEARCH SUB-AWARD	25,725	EFT OR CHECK			
(97)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	25,000	EFT OR CHECK			
(98)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	25,000	EFT OR CHECK			
(99)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	24,855	EFT OR CHECK			
(100)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	23,638	EFT OR CHECK			
(101)			North America (Canada & Mexico only)	SPONSORED RESEARCH SUB-AWARD	22,015	EFT OR CHECK			
(102)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	22,008	EFT OR CHECK			
(103)			South America	SPONSORED RESEARCH SUB-AWARD	21,724	EFT OR CHECK			
(104)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	18,800	EFT OR CHECK			
(105)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	18,781	EFT OR CHECK			
(106)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	17,826	EFT OR CHECK			
(107)			Central America and the Caribbean	SPONSORED RESEARCH SUB-AWARD	17,500	EFT OR CHECK			
(108)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	16,924	EFT OR CHECK			
(109)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	16,800	EFT OR CHECK			
(110)			South America	SPONSORED RESEARCH SUB-AWARD	15,065	EFT OR CHECK			
(111)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	15,000	EFT OR CHECK			
(112)			Russia and Neighboring States	SPONSORED RESEARCH SUB-AWARD	13,458	EFT OR CHECK			
(113)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	10,545	EFT OR CHECK			
(114)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	10,000	EFT OR CHECK			
(115)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	9,937	EFT OR CHECK			
(116)			North America (Canada & Mexico only)	SPONSORED RESEARCH SUB-AWARD	9,927	EFT OR CHECK			
(117)			Middle East and North Africa	SPONSORED RESEARCH SUB-AWARD	9,765	EFT OR CHECK			
(118)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	9,763	EFT OR CHECK			
(119)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	8,909	EFT OR CHECK			
(120)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	8,494	EFT OR CHECK			
(121)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	8,467	EFT OR CHECK			
(122)			North America (Canada & Mexico only)	SPONSORED RESEARCH SUB-AWARD	7,419	EFT OR CHECK			
(123)			Middle East and North Africa	SPONSORED RESEARCH SUB-AWARD	6,472	EFT OR CHECK			
(124)			Sub-Saharan Africa	SPONSORED RESEARCH SUB-AWARD	6,277	EFT OR CHECK			
(125)			Europe (including Iceland and Greenland)	SPONSORED RESEARCH SUB-AWARD	5,711	EFT OR CHECK			

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 . . . . . ▶ 100

3 Enter total number of other organizations or entities . . . . . ▶ 25

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

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of noncash assistance	(g) Description of noncash assistance	(h) Method of valuation (book, FMV, appraisal, other)
(1) Graduate Student Stipend Grants	Europe (Including Iceland and Greenland)	6	472,986	ETF OR CHECK			
(2) Graduate Student Stipend Grants	North America (Canada & Mexico only)	31	58,280	ETF OR CHECK			
(3) Graduate Student Stipend Grants	Sub-Saharan Africa	8	30,460	ETF OR CHECK			
(4) Graduate Student Stipend Grants	South America	5	27,900	ETF OR CHECK			
(5) Graduate Student Stipend Grants	East Asia and the Pacific	7	23,551	ETF OR CHECK			
(6) Graduate Student Stipend Grants	Central America and the Caribbean	1	16,925	ETF OR CHECK			
(7) Graduate Student Stipend Grants	Middle East and North Africa	1	9,167	ETF OR CHECK			
(8) Graduate Student Stipend Grants	South Asia	4	7,800	ETF OR CHECK			
(9) Grants and Awards to Non-Harvard Students	Europe (Including Iceland and Greenland)	5	483,945	ETF OR CHECK			
(10) Grants and Awards to Non-Harvard Students	South Asia	11	185,869	ETF OR CHECK			
(11) Grants and Awards to Non-Harvard Students	East Asia and the Pacific	15	151,724	ETF OR CHECK			
(12) Grants and Awards to Non-Harvard Students	Middle East and North Africa	4	34,351	ETF OR CHECK			
(13) Grants and Awards to Non-Harvard Students	North America (Canada & Mexico only)	36	28,408	ETF OR CHECK			
(14) Grants and Awards to Non-Harvard Students	Sub-Saharan Africa	4	19,920	ETF OR CHECK			
(15) Grants and Awards to Non-Harvard Students	South America	4	5,800	ETF OR CHECK			
(16) Nonstudent Prizes and Awards	Europe (Including Iceland and Greenland)	2	47,425	ETF OR CHECK			
(17) Nonstudent Prizes and Awards	North America (Canada & Mexico only)	3	44,700	ETF OR CHECK			
(18) Nonstudent Prizes and Awards	South America	1	1,100	ETF OR CHECK			
(19) Other Undergraduate Grants, Prizes, and Awards	Europe (Including Iceland and Greenland)	3	417,758	ETF OR CHECK			
(20) Other Undergraduate Grants, Prizes, and Awards	South Asia	4	103,641	ETF OR CHECK			
(21) Other Undergraduate Grants, Prizes, and Awards	East Asia and the Pacific	8	96,522	ETF OR CHECK			
(22) Other Undergraduate Grants, Prizes, and Awards	North America (Canada & Mexico only)	26	39,080	ETF OR CHECK			
(23) Other Undergraduate Grants, Prizes, and Awards	Central America and the Caribbean	1	30,000	ETF OR CHECK			
(24) Other Undergraduate Grants, Prizes, and Awards	South America	7	31,400	ETF OR CHECK			
(25) Other Undergraduate Grants, Prizes, and Awards	Middle East and North Africa	1	15,765	ETF OR CHECK			
(26) Other Undergraduate Grants, Prizes, and Awards	Sub-Saharan Africa	4	10,970	ETF OR CHECK			
(27) Stipends for Post-Doctoral Students and Fellows	Europe (Including Iceland and Greenland)	1	110,084	ETF OR CHECK			
(28) Stipends for Post-Doctoral Students and Fellows	East Asia and the Pacific	7	64,851	ETF OR CHECK			
(29) Stipends for Post-Doctoral Students and Fellows	North America (Canada & Mexico only)	12	50,555	ETF OR CHECK			
(30) Stipends for Post-Doctoral Students and Fellows	South Asia	2	30,750	ETF OR CHECK			
(31) Stipends for Post-Doctoral Students and Fellows	South America	4	12,078	ETF OR CHECK			
(32) Stipends for Post-Doctoral Students and Fellows	Sub-Saharan Africa	4	5,600	ETF OR CHECK			
(33) Stipends for Post-Doctoral Students and Fellows	Russia and Neighboring States	1	2,000	ETF OR CHECK			
(34) Student loan Repayment Programs and Forgiven Loans	Europe (Including Iceland and Greenland)	25	439,665	ETF OR CHECK			
(35) Student loan Repayment Programs and Forgiven Loans	North America (Canada & Mexico only)	12	202,113	ETF OR CHECK			
(36) Student loan Repayment Programs and Forgiven Loans	East Asia and the Pacific	12	138,054	ETF OR CHECK			
(37) Student loan Repayment Programs and Forgiven Loans	Sub-Saharan Africa	9	85,224	ETF OR CHECK			
(38) Student loan Repayment Programs and Forgiven Loans	South America	10	25,280	ETF OR CHECK			
(39) Student loan Repayment Programs and Forgiven Loans	South Asia	13	55,238	ETF OR CHECK			
(40) Student loan Repayment Programs and Forgiven Loans	Central America and the Caribbean	1	30,765	ETF OR CHECK			
(41) Student loan Repayment Programs and Forgiven Loans	Middle East and North Africa	1	14,366	ETF OR CHECK			
(42) Student loan Repayment Programs and Forgiven Loans	Russia and Neighboring States	3	8,905	ETF OR CHECK			
(43) Student Prizes and Awards	Europe (Including Iceland and Greenland)	9	1,124,552	ETF OR CHECK			
(44) Student Prizes and Awards	North America (Canada & Mexico only)	58	226,258	ETF OR CHECK			
(45) Student Prizes and Awards	East Asia and the Pacific	17	138,348	ETF OR CHECK			
(46) Student Prizes and Awards	South Asia	16	120,387	ETF OR CHECK			
(47) Student Prizes and Awards	South America	7	29,400	ETF OR CHECK			
(48) Student Prizes and Awards	Sub-Saharan Africa	21	18,794	ETF OR CHECK			
(49) Student Prizes and Awards	Central America and the Caribbean	1	16,925	ETF OR CHECK			
(50) Student Prizes and Awards	Russia and Neighboring States	2	2,000	ETF OR CHECK			

Part IV Foreign Forms

1 Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* . . . . . ☑ Yes ☐ No

2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; don't file with Form 990)* . . . . . ☑ Yes ☐ No

3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons with Respect to Certain Foreign Corporations. (see Instructions for Form 5471)* . . . . . ☑ Yes ☐ No

4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund. (see Instructions for Form 8621)* . ☑ Yes ☐ No

5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons with Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* . . . . . ☑ Yes ☐ No

6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713; don't file with Form 990).* . . . . . ☑ Yes ☐ No

Part V **Supplemental Information**

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

ReturnReference	Explanation
Schedule F, Part I, Line 2 Procedures for monitoring use of grant funds	ALL DISBURSEMENTS MADE BY THIS INSTITUTION IN FURTHERANCE OF ITS EXEMPT PROGRAMS ARE REVIEWED AND APPROVED BY DULY AUTHORIZED COMMITTEES OR INDIVIDUALS. ALL SCHOLARSHIPS AND STUDENT LOANS ARE REVIEWED AND APPROVED BY HARVARD'S FINANCIAL AID OFFICES. IN ADDITION, HARVARD UNIVERSITY IS RESPONSIBLE FOR THE PROGRAMMATIC AND FINANCIAL MONITORING OF ITS SPONSORED RESEARCH AWARD SUBRECIPIENTS. PRINCIPAL INVESTIGATORS AND PROJECT STAFF PERFORM ONGOING REVIEWS OF PROJECT ACTIVITIES. IN ADDITION, ON AN ANNUAL BASIS, UNIVERSITY RESEARCH ADMINISTRATORS REVIEW ALL ACTIVE SUBCONTRACTS AND INQUIRE FURTHER INTO THOSE THAT ARE DEEMED TO REQUIRE CLOSER SCRUTINY IN LIGHT OF A VARIETY OF ATTRIBUTES. UPON IDENTIFICATION OF SUBRECIPIENTS THAT MANDATE CLOSER SCRUTINY, HARVARD IMPLEMENTS ADDITIONAL MONITORING ACTIONS TO ENSURE COMPLIANCE WITH SUBAGREEMENT PERFORMANCE, FINANCIAL TERMS AND CONDITIONS, AND WITH ALL APPLICABLE FEDERAL RULES AND REGULATIONS.
Schedule F, Part I, Line 3 Method used to account for expenditures on org's financial statements	CENTRAL AMERICA AND THE CARIBBEAN-Accrual; EAST ASIA AND THE PACIFIC-Accrual; EUROPE (INCLUDING ICELAND AND GREENLAND)-Accrual; MIDDLE EAST AND NORTH AFRICA-Accrual; NORTH AMERICA (CANADA & MEXICO ONLY)-Accrual; RUSSIA AND NEIGHBORING STATES-Accrual; SOUTH AMERICA-Accrual; SOUTH ASIA-Accrual; SUB-SAHARAN AFRICA-Accrual
Schedule F, Part II, Line 1 Method used to account for expenditures on org's financial statements	CENTRAL AMERICA AND THE CARIBBEAN-Accrual; EAST ASIA AND THE PACIFIC-Accrual; EUROPE (INCLUDING ICELAND AND GREENLAND)-Accrual; MIDDLE EAST AND NORTH AFRICA-Accrual; NORTH AMERICA (CANADA & MEXICO ONLY)-Accrual; RUSSIA AND NEIGHBORING STATES-Accrual; SOUTH AMERICA-Accrual; SOUTH ASIA-Accrual; SUB-SAHARAN AFRICA-Accrual
Schedule F, Part III Method used to account for expenditures on org's financial statements	CENTRAL AMERICA AND THE CARIBBEAN -Accrual EAST ASIA AND THE PACIFIC -Accrual EUROPE (INCLUDING ICELAND AND GREENLAND) -Accrual MIDDLE EAST AND NORTH AFRICA -Accrual NORTH AMERICA (CANADA & MEXICO ONLY) -Accrual RUSSIA AND NEIGHBORING STATES -Accrual SOUTH AMERICA -Accrual SOUTH ASIA -Accrual SUB-SAHARAN AFRICA -Accrual

Additional Data

Software ID:	22016089
Software Version:	2022v5.0

SCHEDULE G (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information Regarding Fundraising or Gaming Activities

Complete if the organization answered "Yes" on Form 990, Part IV, lines 17, 18, or 19, or if the organization entered more than $15,000 on Form 990-EZ, line 6a.

▶ **Attach to Form 990 or Form 990-EZ.**

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

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization
President and Fellows of Harvard College

Employer identification number
04-2103580

Part I **Fundraising Activities.** Complete if the organization answered "Yes" on Form 990, Part IV, line 17. Form 990-EZ filers are not required to complete this part.

1 Indicate whether the organization raised funds through any of the following activities. Check all that apply.

- **a** ☑ Mail solicitations
- **b** ☑ Internet and email solicitations
- **c** ☑ Phone solicitations
- **d** ☑ In-person solicitations
- **e** ☑ Solicitation of non-government grants
- **f** ☑ Solicitation of government grants
- **g** ☑ Special fundraising events

2a Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? ☑ **Yes** ☐ **No**

b If "Yes," list the 10 highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least $5,000 by the organization.

	(i) Name and address of individual or entity (fundraiser)	**(ii)** Activity	**(iii)** Did fundraiser have custody or control of contributions? Yes	No	**(iv)** Gross receipts from activity	**(v)** Amount paid to (or retained by) fundraiser listed in col. **(i)**	**(vi)** Amount paid to (or retained by) organization
1	STARR'S ALIGNED 151 WEBSTER STREET WEST NEWTON, MA 02465	CONSULTING		No	0	423,710	-423,710
2	BCG CONNECT CREATIVE DIRECT MARKETING 755 MIDDLESEX TURNPIKE BILLERICA, MA 01821	DIRECT MAIL FUNDRAISING		No	370,228	181,402	188,826
3	THINK DESIGN DISRUPT 25 NEILLIAN CRESCENT JAMAICA PLAIN, MA 02130	FUNDRAISING CONSULTING		No	0	158,000	-158,000
4	JOHN BROWN LIMITED INC 4916 CRESTWOOD DRIVE WACO, TX 76710	CONSULTING		No	0	60,000	-60,000
5	ELPIS ASSOCIATES C/O HEMENWAY BARNES LLP 75 STATE ST REET BOSTON, MA 02109	FUNDRAISING CONSULTING		No	1,800,000	46,463	1,753,537
6	THE HELEN BROWN GROUP 489 MT AUBURN STREET SUITE 4 WATERTOWN, MA 02472	CONSULTING		No	0	40,800	-40,800
7							
8							
9							
10							
Total . . . . . ▶					2,170,228	910,375	1,259,853

3 List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing.

MA, NY

Part II **Fundraising Events.** Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than $15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than $5,000.

		(a) Event #1 AUTUMN DINNER (event type)	(b) Event #2 SOFTBALL AUCTION (event type)	(c) Other events (total number)	(d) Total events (add col. (a) through col. (c))
Revenue	1 Gross receipts	263,000	17,372		280,372
	2 Less: Contributions	233,000	17,372		250,372
	3 Gross income (line 1 minus line 2)	30,000	0	0	30,000
Direct Expenses	4 Cash prizes	0	0		0
	5 Noncash prizes	0	0		0
	6 Rent/facility costs	147,787	0		147,787
	7 Food and beverages	41,505	0		41,505
	8 Entertainment		0		0
	9 Other direct expenses	0	2,058		2,058
	10 Direct expense summary. Add lines 4 through 9 in column (d) ▶				191,350
	11 Net income summary. Subtract line 10 from line 3, column (d) ▶				-161,350

Part III **Gaming.** Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than $15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/Instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col.(a) through col.(c))
Revenue	1 Gross revenue				
Direct Expenses	2 Cash prizes				
	3 Noncash prizes				
	4 Rent/facility costs				
	5 Other direct expenses				
	6 Volunteer labor	☐ Yes ____ % ☐ No	☐ Yes ____ % ☐ No	☐ Yes ____ % ☐ No	
	7 Direct expense summary. Add lines 2 through 5 in column (d) ▶				
	8 Net gaming income summary. Subtract line 7 from line 1, column (d) ▶				

9 Enter the state(s) in which the organization conducts gaming activities: _____

a Is the organization licensed to conduct gaming activities in each of these states? ☐ Yes ☐ No

b If "No," explain: _____

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year? ☐ Yes ☐ No

b If "Yes," explain: _____

11 Does the organization conduct gaming activities with nonmembers? . . . . . ☐ Yes ☐ No

12 Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming? . . . . . ☐ Yes ☐ No

13 Indicate the percentage of gaming activity conducted in:

a	The organization's facility	**13a**	%
b	An outside facility	**13b**	%

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name ▶

Address ▶

15a Does the organization have a contract with a third party from whom the organization receives gaming revenue? . . . . . ☐ Yes ☐ No

b If "Yes," enter the amount of gaming revenue received by the organization ▶ $ _____ and the amount of gaming revenue retained by the third party ▶ $ _____.

c If "Yes," enter name and address of the third party:

Name ▶

Address ▶

16 Gaming manager information:

Name ▶

Gaming manager compensation ▶ $

Description of services provided ▶

☐ Director/officer ☐ Employee ☐ Independent contractor

17 Mandatory distributions:

a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? . . . . . ☐ Yes ☐ No

b Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ $

Part IV **Supplemental Information.** Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

Return Reference	Explanation
Schedule G, Part I, Line 2b(iv) GROSS RECEIPTS FROM ACTIVITY	THE FUNDRAISING EFFORT IS A LONG TERM EFFORT OFTEN SPANNING YEARS AND DECADES TO BRING IN ONE GIFT. THE TOTAL LISTED HERE IS FOR CASH RECEIVED IN FY23, BUT THE DONOR(S) MAY HAVE MADE THE ORIGINAL PLEDGE(S) IN PRIOR YEARS. THE PROFESSIONAL FUNDRAISING SERVICES DETAILED IN LINE 2B, ACTIVITIES 1, 3, 4, 5, AND 6 ARE FOR CONSULTATION AND COMMUNICATIONS FOR GENERAL FUNDRAISING ACTIVITIES. THE SERVICES ARE NOT PROVIDED FOR A SPECIFIC EVENT OR ACTIVITY IN WHICH THERE IS A DIRECT CONNECTION BETWEEN THE FUNDRAISING ACTIVITY AND THE DONATIONS RECEIVED.

Additional Data

Return to Form

Software ID: 22016089
Software Version: 2022v5.0

Form No. : FMR-1
Regd. Office : Mumbai

Central Railway Employees Co-Operative Credit Society Ltd.,

Regd. No. BOM/W/HSG/(TC)/12611/(1)/2000-01

Shop No. 1, Ground Floor, Sai Prasad Co-Op. Hsg. Soc. Ltd., Near Post Office, Sion (E), Mumbai - 400 022.

Website : www.crecs.in Email : crecs@rediffmail.com

Nomination Form

Nomination is compulsory for all members of the society.

Nomination is optional for the members who have opted for Non-Nomination.

Nomination can be made only by a member of the society.

Nomination can be made in favour of a member of the society or any other person.

Nomination can be made in favour of more than one person.

Nomination can be made in favour of a minor.

Nomination can be made in favour of a society.

Nomination can be made in favour of a trust.

Nomination can be made in favour of a company.

Nomination can be made in favour of a firm.

Nomination can be made in favour of a partnership firm.

Nomination can be made in favour of a limited liability partnership firm.

Nomination can be made in favour of a joint stock company.

Nomination can be made in favour of a cooperative

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) GRADUATE TUITION & FEES GRANTS	10493	269,721,274			
(2) UNDERGRAD. TUITION, FEES, & STIP. GRANTS	4357	236,453,457			
(3) GRADUATE STUDENT STIPEND GRANTS	7107	105,642,289			
(4) STIPENDS - POST-DOC. STUDENTS & FELLOWS	249	36,173,896			
(5) OTHER STUDENT GRANTS, PRIZES & AWARDS	7025	32,315,321			
(6) GRANTS & AWARDS TO NON-HARVARD INDIV.	1751	15,880,981			
(7) STUDENT LOAN REPAYMENT PROGRAMS & FORGIVEN LOANS	623	9,456,762			
(8) OTHER UNDERGRADUATE GRANTS, PRIZES & AWARDS	1416	8,466,608			
(9) TRAINING GRANTS	10	101,952			

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

Return Reference	Explanation
Schedule I, Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments	PER SCHEDULE I INSTRUCTIONS, THE UNIVERSITY HAS INCLUDED DONATIONS FROM DONOR ADVISED FUNDS (DAF) THAT EXCEEDED THE MINIMUM REPORTING THRESHOLD. IN TOTAL, THE UNIVERSITY REPORTED 70 IRC 501(C)(3) CHARITABLE ORGANIZATIONS THAT RECEIVED DONATIONS FROM HARVARD UNIVERSITY THROUGH THESE DAF. AS WITH ANY DAF, DISTRIBUTIONS MADE FROM THE FUND ARE TYPICALLY MADE AT THE RECOMMENDATION OF THE DONOR ADVISOR AND MUST BE MADE TO AN IRC 501(C)(3) CHARITABLE ORGANIZATION.
Schedule I, Part I, Line 2 Procedures for monitoring use of grant funds.	ALL DISBURSEMENTS MADE BY THIS INSTITUTION IN FURTHERANCE OF ITS EXEMPT PROGRAMS ARE REVIEWED AND APPROVED BY AUTHORIZED COMMITTEES OR INDIVIDUALS. ALL SCHOLARSHIPS AND STUDENT LOANS ARE REVIEWED AND APPROVED BY HARVARD'S FINANCIAL AID OFFICES. IN ADDITION, HARVARD UNIVERSITY IS RESPONSIBLE FOR THE PROGRAMMATIC AND FINANCIAL MONITORING OF ITS SPONSORED RESEARCH AWARD SUBRECIPIENTS. PRINCIPAL INVESTIGATORS AND PROJECT STAFF PERFORM ONGOING REVIEWS OF PROJECT ACTIVITIES. IN ADDITION, ON AN ANNUAL BASIS, UNIVERSITY RESEARCH ADMINISTRATORS REVIEW ALL ACTIVE SUBCONTRACTS AND INQUIRE FURTHER INTO THOSE THAT ARE DEEMED TO REQUIRE CLOSER SCRUTINY IN LIGHT OF A VARIETY OF ATTRIBUTES. UPON IDENTIFICATION OF SUBRECIPIENTS THAT MANDATE CLOSER SCRUTINY, HARVARD IMPLEMENTS ADDITIONAL MONITORING ACTIONS TO ENSURE COMPLIANCE WITH SUBAGREEMENT PERFORMANCE, FINANCIAL TERMS AND CONDITIONS, AND WITH ALL APPLICABLE FEDERAL RULES AND REGULATIONS.

Additional Data

Return to Form

Software ID: 22016089
Software Version: 2022v5.0

Schedule J
(Form 990)

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees
▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
▶ Attach to Form 990.
▶ Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization
President and Fellows of Harvard College

Employer identification number
04-2103580

Part I Questions Regarding Compensation

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

Part II **Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is needed.

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

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

(A) Name and Title		(B) Breakdown of W-2, 1099-MISC compensation, and/or 1099-NEC			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1 DREW GILPIN FAUST SEE SCHEDULE O	(i)	370,319	0	24,971	38,400	27,983	461,673	0
	(ii)	0	0	0	0	- 0	- 0	0
2 LAWRENCE S BACOW PRESIDENT	(i)	1,307,631	0	26,235	138,400	284,843	1,757,109	0
	(ii)	0	0	0	0	- 0	- 0	0
3 KAREN GORDON MILLS FELLOW; SENIOR FELLOW AT HBS	(i)	169,058	0	1,424	19,051	14,084	203,617	0
	(ii)	0	0	0	0	- 0	- 0	0
4 KATHERINE N LAPP EXECUTIVE VICE PRESIDENT UNTIL 08/05/22	(i)	631,704	45,000	1,671,085	38,400	8,359	2,394,548	0
	(ii)	0	0	0	0	- 0	- 0	0
5 ALAN M GARBER PROVOST	(i)	833,673	45,000	5,692	38,400	200,002	1,122,767	0
	(ii)	0	0	0	0	- 0	- 0	0
6 BRIAN LEE V.P. FOR ALUMNI AFFAIRS AND DEVELOPMENT	(i)	708,903	50,000	107,297	38,400	31,072	935,672	0
	(ii)	0	0	0	0	- 0	- 0	0
7 DIANE LOPEZ V.P. AND GENERAL COUNSEL	(i)	662,211	25,000	43,706	38,661	30,124	799,702	0
	(ii)	0	0	0	0	- 0	- 0	0
8 THOMAS J HOLLISTER V.P. FOR FINANCE AND C.F.O.	(i)	582,975	25,000	22,804	38,400	33,861	703,040	0
	(ii)	0	0	0	0	- 0	- 0	0
9 MEREDITH WEENICK EXECUTIVE VICE PRESIDENT AS OF 08/06/22	(i)	579,052	25,000	21,205	38,400	11,545	675,202	0
	(ii)	0	0	0	0	- 0	- 0	0
10 KLARA JELINKOVA V.P. AND CHIEF INFORMATION OFFICER	(i)	475,007	10,000	68,987	38,400	28,623	621,017	0
	(ii)	0	0	0	0	- 0	- 0	0
11 PAUL ANDREW V.P. PUBLIC AFFAIRS AND COMM.	(i)	522,596	20,000	393	38,400	33,051	614,440	0
	(ii)	0	0	0	0	- 0	- 0	0
12 MANUEL CUEVAS-TRISAN V.P. FOR HUMAN RESOURCES	(i)	436,187	40,000	21,009	38,400	32,315	567,911	0
	(ii)	0	0	0	0	- 0	- 0	0
13 MARC L GOODHEART V.P. AND SECRETARY OF THE UNIVERSITY	(i)	445,075	31,000	21,989	38,783	28,672	565,519	0
	(ii)	0	0	0	0	- 0	- 0	0
14 MARTHA WHITEHEAD V.P. FOR THE HARVARD LIBRARY	(i)	372,407	20,000	22,639	38,400	23,704	477,150	0
	(ii)	0	0	0	0	- 0	- 0	0
15 SEAN CARON V.P. FOR CAMPUS SERVICES AS OF 01/03/23	(i)	281,369	6,000	117	37,539	29,741	354,766	0
	(ii)	0	0	0	0	- 0	- 0	0
16 MICHAEL D SMITH SEE SCHEDULE O	(i)	351,149	0	139,467	38,400	27,149	556,165	0
	(ii)	0	0	0	0	- 0	- 0	0
17 SRIKANT M DATAR DEAN, FACULTY OF BUSINESS	(i)	786,150	25,000	26,648	38,400	150,447	1,026,645	0
	(ii)	0	0	0	0	- 0	- 0	0
18 GEORGE Q DALEY DEAN, FACULTY OF MEDICINE	(i)	882,500	25,000	23,684	38,400	613	970,197	0
	(ii)	0	0	0	0	- 0	- 0	0
19 CLAUDINE GAY DEAN, FACULTY OF ARTS & SCIENCES	(i)	643,075	25,000	11,563	38,400	233,335	951,373	0
	(ii)	0	0	0	0	- 0	- 0	0
20 ROHIT DESHPANDE FACULTY	(i)	496,698	10,000	1,661,192	38,400	14,342	2,220,632	0
	(ii)	13,500	0	0	0	- 0	- 13,500	0
21 WALTER C KESTER FACULTY	(i)	472,864	25,000	1,555,199	38,400	27,685	2,119,148	0
	(ii)	0	0	0	0	- 0	- 0	0
22 DAVID J MALAN FACULTY	(i)	401,844	0	928,327	38,400	13,034	1,381,605	0
	(ii)	0	0	0	0	- 0	- 0	0
23 MIHIR A DESAI FACULTY	(i)	410,792	70,000	543,096	38,400	2,045	1,064,333	0
	(ii)	24,900	0	0	0	- 0	- 24,900	0
24 VILANGADU G NARAYANAN FACULTY	(i)	405,924	60,616	490,101	38,400	34,778	1,029,819	0
	(ii)	38,000	0	0	0	- 0	- 38,000	0

Part III Supplemental Information

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

Return Reference	Explanation
Schedule J, Part I, Line 1a First-class or charter travel	UNIVERSITY TRAVEL POLICY PROHIBITS FIRST CLASS TRAVEL EXCEPT IN LIMITED CIRCUMSTANCES. IN ACCORDANCE WITH THIS POLICY, ONE OFFICER TRAVELED FIRST CLASS ON A SMALL NUMBER OF TRIPS DURING THE YEAR. TRAVEL EXPENSES ARE INCURRED FOR UNIVERSITY BUSINESS PURPOSES AND ARE THEREFORE NOT TREATED AS TAXABLE COMPENSATION.
Schedule J, Part I, Line 1a Travel for companions	UNIVERSITY TRAVEL POLICY ALLOWS FOR REIMBURSEMENT OF TRAVEL EXPENSES INCURRED BY COMPANION TRAVELERS WHEN THE COMPANION HAS A SIGNIFICANT ROLE IN THE BUSINESS PROCEEDINGS, OR MAKES AN IMPORTANT CONTRIBUTION TO THE SUCCESS OF AN EVENT. IN ACCORDANCE WITH THIS POLICY, THE UNIVERSITY REIMBURSED ONE OFFICER FOR COMPANION TRAVEL DURING THE YEAR. IN THESE LIMITED CIRCUMSTANCES, THE REIMBURSEMENT OF COMPANION AND FAMILY MEMBER TRAVEL EXPENSES WAS A LEGITIMATE BUSINESS EXPENSE FOR THE UNIVERSITY AND THEREFORE IT WAS NOT REPORTED IN THE EMPLOYEES' TAXABLE COMPENSATION.
Schedule J, Part I, Line 1a Tax indemnification and gross-up payments	THE UNIVERSITY ELECTED TO MAKE GROSS-UP PAYMENTS RELATED TO BONUSES AND HOUSING ALLOWANCES. TWO HIGHEST COMPENSATED EMPLOYEES AND ONE OFFICER RECEIVED THIS BENEFIT PURSUANT TO UNIVERSITY INTERNAL REVIEW PROCESSES.
Schedule J, Part I, Line 1a Housing allowance or residence for personal use	THE UNIVERSITY PROVIDES PRESIDENT BACOW WITH A RESIDENCE IN CAMBRIDGE AND REQUIRES ITS USE AS A CONDITION OF EMPLOYMENT FOR THE CONVENIENCE OF THE UNIVERSITY. THE TOTAL ESTIMATED VALUE OF THE PERSONAL USE OF THE RESIDENCE IS $258,688 AND IS REPORTED AS A NONTAXABLE BENEFIT IN PART VII, LINE 1A AND SCHEDULE J, PART II. THE UNIVERSITY PROVIDES PROVOST GARBER WITH A RESIDENCE IN CAMBRIDGE AND REQUIRES ITS USE AS A CONDITION OF EMPLOYMENT FOR THE CONVENIENCE OF THE UNIVERSITY. THE TOTAL ESTIMATED VALUE OF THE ANNUAL PERSONAL USE OF THE RESIDENCE IS $169,449 AND IS REPORTED AS A NONTAXABLE BENEFIT IN PART VII, LINE 1A AND SCHEDULE J, PART II. HARVARD BUSINESS SCHOOL (HBS) PROVIDES DEAN DATAR WITH A RESIDENCE IN ALLSTON AND REQUIRES ITS USE AS A CONDITION OF EMPLOYMENT FOR THE CONVENIENCE OF HBS. THE TOTAL ESTIMATED VALUE OF THE ANNUAL PERSONAL USE OF THE RESIDENCE IS $119,843 AND IS REPORTED AS A NONTAXABLE BENEFIT IN PART VII, LINE 1A AND SCHEDULE J, PART II. THE FACULTY OF ARTS AND SCIENCES (FAS) PROVIDES DEAN GAY WITH A RESIDENCE IN CAMBRIDGE AND REQUIRES ITS USE AS A CONDITION OF EMPLOYMENT FOR THE CONVENIENCE OF FAS. THE TOTAL ESTIMATED VALUE OF THE ANNUAL PERSONAL USE OF THE RESIDENCE IS $203,814 AND IS REPORTED AS A NONTAXABLE BENEFIT IN PART VII, LINE 1A AND SCHEDULE J, PART II. TWO OFFICERS, ONE KEY EMPLOYEE, AND ONE HIGHEST COMPENSATED EMPLOYEE RECEIVED A HOUSING ALLOWANCE. THIS AMOUNT IS INCLUDED IN THE EMPLOYEES' TAXABLE COMPENSATION AND IS REPORTED ON SCHEDULE J, PART II, COLUMN B (III) AS OTHER REPORTABLE COMPENSATION. THE UNIVERSITY FOLLOWS WRITTEN GUIDELINES ON HOUSING ALLOWANCES, WHICH ARE OFFERED ON A LIMITED BASIS TO SENIOR FACULTY AND SENIOR ADMINISTRATORS.
Schedule J, Part I, Line 1a Health or social club dues or initiation fees	PURSUANT TO THE BUSINESS EXPENSE REIMBURSEMENT POLICY THE UNIVERSITY PAID HARVARD CLUB DUES FOR ONE OFFICER . THIS IS A NONTAXABLE BUSINESS EXPENSE IN FURTHERANCE OF ALUMNI RELATIONS AND DEVELOPMENT.
Schedule J, Part I, Line 1a Personal services	DURING THE PERFORMANCE OF REGULAR UNIVERSITY DUTIES, A UNIVERSITY EMPLOYEE MAY, ON OCCASION, PERFORM INCIDENTAL PERSONAL SERVICES FOR THE PRESIDENT (E.G., PURCHASING OF SMALL HOUSEHOLD ITEMS, WITH THE COST OF SUCH ITEMS REIMBURSED IN FULL BY THE PRESIDENT). THE UNIVERSITY REGARDS SUCH SERVICES AS A NONTAXABLE "DE MINIMIS" FRINGE BENEFIT.
Schedule J, Part I, Line 4a Severance or change-of-control payment	KATHERINE LAPP, AN OFFICER, RECEIVED A PAYMENT OF $1,650,000 PURSUANT TO AN EMPLOYMENT AGREEMENT WHERE UNDER CERTAIN CONDITIONS SHE WOULD RECEIVE ADDITIONAL COMPENSATION UPON HER CONCLUSION OF SERVICE. THIS PAYMENT IS REPORTED IN PART II, COLUMN B(III).
Schedule J, Part I, Line 4b Supplemental nonqualified retirement plan	LIKE MANY OF ITS PEERS, HARVARD UNIVERSITY MAINTAINS A DEFERRED COMPENSATION ACCOUNT ("DCA") FOR THE PRESIDENT TO RECOGNIZE EXCEPTIONAL SERVICE AND ENCOURAGE RETENTION. UNDER THE TERMS OF THE PLAN, HARVARD'S BOARD OF TRUSTEES (KNOWN AS THE HARVARD CORPORATION) DETERMINES WHETHER AND HOW MUCH TO CONTRIBUTE TO THE DCA. AMOUNTS CONTRIBUTED TO THE DCA VEST ACCORDING TO A SPECIFIED SCHEDULE, BUT ARE CREDITS ONLY AND ARE SUBJECT TO A SUBSTANTIAL RISK OF FORFEITURE. THE CORPORATION VOTED TO CREDIT $100,000 TO THE DCA AS OF JANUARY 1, 2022. THE $100,000 IS REPORTED ON SCHEDULE J, PART II, COLUMN (C). AS REQUIRED BY THE FORM INSTRUCTIONS, UPON VESTING THIS AMOUNT WILL BE REPORTED AGAIN IN COLUMN (B) ON FORM 990. HARVARD BUSINESS SCHOOL'S VOLUNTARY RETIREMENT INCENTIVE PLAN ALLOWS ELIGIBLE FACULTY MEMBERS TO ELECT TO RETIRE AT A SET DATE IN EXCHANGE FOR A LUMP-SUM PAYMENT. THE FACULTY MEMBER FORFEITS THE PAYMENT IF HE/SHE TERMINATES EMPLOYMENT BEFORE THE RETIREMENT DATE. THE AMOUNT FULLY VESTS AND IS DISTRIBUTED WHEN THE FACULTY MEMBER RETIRES. UNDER THIS PLAN, TWO HIGHEST COMPENSATED EMPLOYEES, PROFESSORS DESHPANDE AND KESTER, RECEIVED PAYMENTS OF $1,498,500 AND $1,498,000 RESPECTIVELY, WHICH HAVE BEEN REPORTED IN PART II, COLUMN B(III) OTHER REPORTABLE COMPENSATION.
Schedule J, Part I, Line 7 Non-fixed payments	THE UNIVERSITY OFFERS INCENTIVE COMPENSATION FOR OUTSTANDING PERFORMANCE. BONUS AND INCENTIVE PAYMENTS FOR OFFICERS, KEY EMPLOYEES AND HIGHEST COMPENSATED EMPLOYEES ARE LISTED IN PART II, COLUMN (B)(II).
Schedule J, Part I, Line 3 COMPENSATION REVIEW PROCESS:	SEE SCHEDULE O "COMPENSATION REVIEW PROCESS" FOR A DISCUSSION OF THE METHODS USED TO ESTABLISH THE PRESIDENT'S COMPENSATION.

Additional Data

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Software Version: 2022v5.0

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

Schedule K (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information on Tax-Exempt Bonds

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

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization
President and Fellows of Harvard College

Employer identification number
04-2103580

Part I Bond Issues

	(a) Issuer name	(b) Issuer EIN	(c) CUSIP #	(d) Date issued	(e) Issue price	(f) Description of purpose	(g) Defeased		(h) On behalf of issuer		(i) Pool financing	
							Yes	No	Yes	No	Yes	No
A	MASSACHUSETTS DEVELOPMENT FINANCE AGENCY	04-3431814	57585KGP7	01-15-2004	103,670,000	SERIES R 1-5 (SEE PART VI)		X		X		X
B	MASSACHUSETTS DEVELOPMENT FINANCE AGENCY	04-3431814	57585KGP7	04-14-2005	13,490,000	SERIES R 6 (SEE PART VI)		X		X		X
C	MASSACHUSETTS DEVELOPMENT FINANCE AGENCY	04-3431814	57585KGP7	04-03-2006	14,040,000	SERIES R 7 (SEE PART VI)		X		X		X
D	Massachusetts Development Finance Agency	04-3431814	57584XYD7	10-20-2016	1,930,251,069	Series 2016A (See Part VI)		X		X		X

Part II Proceeds

		A	B	C	D
1	Amount of bonds retired	24,230,000	2,900,000	5,770,000	104,895,000
2	Amount of bonds legally defeased	0	0	0	0
3	Total proceeds of issue	103,670,000	13,491,079	14,043,650	2,003,010,338
4	Gross proceeds in reserve funds	0	0	0	0
5	Capitalized interest from proceeds	0	0	0	0
6	Proceeds in refunding escrows	0	0	0	0
7	Issuance costs from proceeds	0	0	0	8,221,984
8	Credit enhancement from proceeds	0	0	0	0
9	Working capital expenditures from proceeds	0	0	0	0
10	Capital expenditures from proceeds	0	0	0	0
11	Other spent proceeds	103,670,000	13,491,079	14,043,650	1,994,788,354
12	Other unspent proceeds	0	0	0	0
13	Year of substantial completion				

		Yes	No	Yes	No	Yes	No	Yes	No
14	Were the bonds issued as part of a current refunding issue of tax-exempt bonds (or, if issued prior to 2020, a current refunding issue)?	X		X		X			X
15	Were the bonds issued as part of an advance refunding issue of taxable bonds (or, if issued prior to 2020, an advance refunding issue)?		X		X		X	X	
16	Has the final allocation of proceeds been made?	X		X		X		X	
17	Does the organization maintain adequate books and records to support the final allocation of proceeds?	X		X		X		X	

Part III Private Business Use

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
1	Was the organization a partner in a partnership, or a member of an LLC, which owned property financed by tax-exempt bonds?								X
2	Are there any lease arrangements that may result in private business use of bond-financed property?							X	
3a	Are there any management or service contracts that may result in private business use of bond-financed property?							X	
b	If "Yes" to line 3a, does the organization routinely engage bond counsel or other outside counsel to review any management or service contracts relating to the financed property?							X	
c	Are there any research agreements that may result in private business use of bond-financed property?							X	
d	If "Yes" to line 3c, does the organization routinely engage bond counsel or other outside counsel to review any research agreements relating to the financed property?							X	
4	Enter the percentage of financed property used in a private business use by entities other than a section 501(c)(3) organization or a state or local government ▶								0.16 %
5	Enter the percentage of financed property used in a private business use as a result of unrelated trade or business activity carried on by your organization, another section 501(c)(3) organization, or a state or local government ▶								0.06 %
6	Total of lines 4 and 5		0 %		0 %		0 %		0.22 %
7	Does the bond issue meet the private security or payment test?								X
8a	Has there been a sale or disposition of any of the bond-financed property to a nongovernmental person other than a 501(c)(3) organization since the bonds were issued?							X	
b	If "Yes" to line 8a, enter the percentage of bond-financed property sold or disposed of.								0.28 %
c	If "Yes" to line 8a, was any remedial action taken pursuant to Regulations sections 1.141-12 and 1.145-2?							X	
9	Has the organization established written procedures to ensure that all nonqualified bonds of the issue are remediated in accordance with the requirements under Regulations sections 1.141-12 and 1.145-2?	X		X		X		X	

Part IV Arbitrage

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
1	Has the issuer filed Form 8038-T, Arbitrage Rebate, Yield Reduction and Penalty in Lieu of Arbitrage Rebate?		X		X		X		X
2	If "No" to line 1, did the following apply?								
a	Rebate not due yet?		X		X		X		X
b	Exception to rebate?	X		X		X		X	
c	No rebate due?		X		X		X	X	
	If "Yes" to line 2c, provide in Part VI the date the rebate computation was performed								
3	Is the bond issue a variable rate issue?	X		X		X			X

Part IV **Arbitrage** (Continued)

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
4a	Has the organization or the governmental issuer entered into a qualified hedge with respect to the bond issue?		X		X		X		X
b	Name of provider								
c	Term of hedge								
d	Was the hedge superintegrated?								
e	Was the hedge terminated?								
5a	Were gross proceeds invested in a guaranteed investment contract (GIC)?		X		X		X		X
b	Name of provider								
c	Term of GIC								
d	Was the regulatory safe harbor for establishing the fair market value of the GIC satisfied?								
6	Were any gross proceeds invested beyond an available temporary period?		X		X		X		X
7	Has the organization established written procedures to monitor the requirements of section 148? . . .	X		X		X		X	

Part V **Procedures To Undertake Corrective Action**

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

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

Return Reference	Explanation
Schedule K, Part I BOND ISSUES:	COLUMNS A AND B, GENERAL NOTE: THE MASSACHUSETTS HEALTH AND EDUCATIONAL FACILITIES AUTHORITY (EIN: 04-2456011) WAS THE ORIGINAL ISSUER OF THE FOLLOWING ISSUES LISTED ON THIS SCHEDULE: SERIES R 1-5, SERIES R 6, AND SERIES R 7. IT WAS MERGED INTO THE MASSACHUSETTS DEVELOPMENT FINANCE AGENCY (EIN: 04-3431814) ON OCTOBER 1, 2010.
Schedule K, Part II, Line 3 PROCEEDS:	GENERAL NOTE: THE DIFFERENCE BETWEEN AMOUNTS REPORTED IN LINE 3 OF PART II AND IN COLUMN E OF PART I REPRESENTS INVESTMENT EARNINGS, EXCEPT IN THE CASE OF COMMERCIAL PAPER ISSUES (SERIES EE) FOR WHICH LINE 3 OF PART II REPRESENTS THE BALANCE OUTSTANDING ON JUNE 30 AND COLUMN E OF PART I REPRESENTS THE FULL AUTHORIZED AMOUNT OF THE COMMERCIAL PAPER PROGRAM
Schedule K, Part III PRIVATE BUSINESS USE:	COLUMNS A-C (SERIES R1-5, R6, AND R7): THESE BONDS WERE ISSUED SOLELY TO REFUND PRE-JANUARY 1, 2003 ISSUES AND ARE NOT SUBJECT TO PART III REPORTING.
Schedule K, Part IV, Line 2c ARBITRAGE:	COLUMN D (SERIES 2016A): THE REBATE COMPUTATION WAS PERFORMED IN MAY 2021 AS OF JUNE 30, 2021. NO REBATE WAS DUE.
Schedule K, Part I, Column (f) DESCRIPTION OF PURPOSE	ROW A (SERIES R 1-5), COLUMN F: SERIES R, TRANCHE 1-5 WAS ISSUED TO REFUND PORTIONS OF THE FOLLOWING BOND ISSUES WHICH WERE ISSUED ON THE FOLLOWING DATES: SERIES A (7/1/72), SERIES B (7/1/73), SERIES C (4/7/76), SERIES D (6/23/77), SERIES I (5/7/85), SERIES M (2/6/91),SERIES N (9/1/91), SERIES P (6/13/95), SERIES Q-1 (8/29/96), SERIES Q-2 (9/2/97), SERIES Q-3 (9/15/98), SERIES Z (10/1/00), AND SERIES AA (10/4/01). ROW B (SERIES R 6), COLUMN F: SERIES R, TRANCHE 6 WAS ISSUED TO REFUND PORTIONS OF THE FOLLOWING BOND ISSUES WHICH WERE ISSUED ON THE FOLLOWING DATES: SERIES P (6/13/95), SERIES Z (10/1/00), AND SERIES AA (10/4/01). ROW C (SERIES R 7), COLUMN F: SERIES R, TRANCHE 7 WAS ISSUED TO REFUND PORTIONS OF THE FOLLOWING BOND ISSUES WHICH WERE ISSUED ON THE FOLLOWING DATES: SERIES P (6/13/95), SERIES Z (10/1/00), AND SERIES AA (10/4/01). ROW D (SERIES 2016A), COLUMN F: SERIES 2016A WAS ISSUED TO ADVANCE REFUND SERIES 2008B, ISSUED 6/10/08; AND ADVANCE REFUND PORTIONS OF THE FOLLOWING BOND ISSUES WHICH WERE ISSUED ON THE FOLLOWING DATES: SERIES 2009A (1/7/09), SERIES 2010A (1/20/10), AND 2010B (11/17/10). ROW A (SERIES 2020A), COLUMN F: SERIES 2020A WAS ISSUED TO REFUND TAX-EXEMPT COMMERCIAL PAPER ISSUED ON 12/11/18, 12/19/18, 1/9/19 AND 11/19/19 FOR THE FOLLOWING CAPITAL EXPENDITURES OF THE UNIVERSITY: (I) CONSTRUCTION OF A SCIENCE AND ENGINEERING BUILDING LOCATED AT 150 WESTERN AVE, ALLSTON; (II) RENOVATION OF LOWELL HOUSE, LOCATED AT 10 HOLYOKE PL, CAMBRIDGE (III) RENOVATION OF SMITH CAMPUS CENTER, LOCATED AT 75 MT AUBURN ST, CAMBRIDGE, (IV) RENOVATION OF THE ARTHUR M SACKLER BUILDING, LOCATED AT 485 BROADWAY, CAMBRIDGE, (V) RENOVATION OF SOLDIERS FIELD PARK HOUSING COMPLEX, BUILDING 3, LOCATED AT 111 WESTERN AVE, ALLSTON ROW B (SERIES 2022B), COLUMN F: SERIES 2022B WAS ISSUED TO FUND THE FOLLOWING CAPITAL EXPENDITURES OF THE UNIVERSITY: (I) CONSTRUCTION OF A SCIENCE AND ENGINEERING BUILDING LOCATED AT 150 WESTERN AVE, ALLSTON; (II) RENOVATION OF ADAMS HOUSE CLAVERLY HALL, LOCATED AT 63 MT AUBURN ST, CAMBRIDGE, (III) RENOVATION OF ADAMS HOUSE RANDOLPH HALL, LOCATED AT 53 BOW ST, CAMBRIDGE, (IV) RENOVATION OF SOLDIERS FIELD PARK HOUSING COMPLEX, BUILDING 3, LOCATED AT 111 WESTERN AVE, ALLSTON, (V) RENOVATION OF SOLDIERS FIELD PARK HOUSING COMPLEX, BUILDING 1, LOCATED AT 111 WESTERN AVE, ALLSTON. A PORTION OF THE 2022B PROCEEDS WAS USED TO REFUND TAX-EXEMPT COMMERCIAL PAPER ISSUED ON 12/1/21 TO FINANCE THE PROJECTS ABOVE, AND THE REMAINDER WAS APPLIED DIRECTLY TO PROJECT FINANCING. ROW C (SERIES 2023EE), COLUMN F: SERIES 2023EE, CONSISTING OF TAX-EXEMPT COMMERCIAL PAPER, WAS ISSUED TO FUND THE FOLLOWING CAPITAL EXPENDITURES OF THE UNIVERSITY: (I) RENOVATION OF ADAMS HOUSE RANDOLPH HALL, LOCATED AT 53 BOW ST, CAMBRIDGE, (II) RENOVATION OF ADAMS HOUSE RUSSELL HALL, LIBRARY COMMONS, AND WESTMORLY COURT, LOCATED AT 26 PLYMPTON / 13-21 BOW ST, CAMBRIDGE
Schedule K, Part IV, Line 2c COLUMN D	Issuer name: Massachusetts Development Finance Agency The calculation for computing no rebate due was performed on 06/30/2021

Additional Data

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

Schedule K (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information on Tax-Exempt Bonds

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

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization
President and Fellows of Harvard College

Employer identification number
04-2103580

Part I Bond Issues

	(a) Issuer name	(b) Issuer EIN	(c) CUSIP #	(d) Date issued	(e) Issue price	(f) Description of purpose	(g) Defeased		(h) On behalf of issuer		(i) Pool financing	
							Yes	No	Yes	No	Yes	No
A	Massachusetts Development Finance Agency	04-3431814	57584YZP7	04-29-2020	452,031,430	Series 2020A (See Part VI)		X		X		X
B	MASSACHUSETTS DEVELOPMENT FINANCE AGENCY	04-3431814	57584Y2Y4	05-17-2022	249,994,550	Series 2022B (See Part VI)		X		X		X
C	MASSACHUSETTS DEVELOPMENT FINANCE AGENCY	04-3431814	MULTIPLES	02-10-2023	1,000,000,000	SERIES 2023EE (SEE PART VI)		X		X		X

Part II Proceeds

		A	B	C	D
1	Amount of bonds retired	0	0		
2	Amount of bonds legally defeased	0	0		
3	Total proceeds of issue	452,091,079	250,030,640	25,000,000	
4	Gross proceeds in reserve funds	0	0		
5	Capitalized interest from proceeds	0	0		
6	Proceeds in refunding escrows	0	0		
7	Issuance costs from proceeds	2,091,079	1,393,130		
8	Credit enhancement from proceeds	0			
9	Working capital expenditures from proceeds	0	0		
10	Capital expenditures from proceeds	0	148,637,510	25,000,000	
11	Other spent proceeds	450,000,000	100,000,000		
12	Other unspent proceeds	0	0		
13	Year of substantial completion	2021	2023		

		A Yes	A No	B Yes	B No	C Yes	C No	D Yes	D No
14	Were the bonds issued as part of a current refunding issue of tax-exempt bonds (or, if issued prior to 2020, a current refunding issue)?	X		X			X		
15	Were the bonds issued as part of an advance refunding issue of taxable bonds (or, if issued prior to 2020, an advance refunding issue)?		X		X		X		
16	Has the final allocation of proceeds been made?	X		X		X			
17	Does the organization maintain adequate books and records to support the final allocation of proceeds?	X		X		X			

Part III Private Business Use

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
1	Was the organization a partner in a partnership, or a member of an LLC, which owned property financed by tax-exempt bonds?		X		X		X		
2	Are there any lease arrangements that may result in private business use of bond-financed property?	X		X			X		
3a	Are there any management or service contracts that may result in private business use of bond-financed property?	X		X			X		
b	If "Yes" to line 3a, does the organization routinely engage bond counsel or other outside counsel to review any management or service contracts relating to the financed property?	X		X					
c	Are there any research agreements that may result in private business use of bond-financed property?	X		X			X		
d	If "Yes" to line 3c, does the organization routinely engage bond counsel or other outside counsel to review any research agreements relating to the financed property?	X		X					
4	Enter the percentage of financed property used in a private business use by entities other than a section 501(c)(3) organization or a state or local government ▶	0 %		0 %					
5	Enter the percentage of financed property used in a private business use as a result of unrelated trade or business activity carried on by your organization, another section 501(c)(3) organization, or a state or local government ▶	0 %		0 %					
6	Total of lines 4 and 5	0 %		0 %		0 %			
7	Does the bond issue meet the private security or payment test?		X		X		X		
8a	Has there been a sale or disposition of any of the bond-financed property to a nongovernmental person other than a 501(c)(3) organization since the bonds were issued?		X		X		X		
b	If "Yes" to line 8a, enter the percentage of bond-financed property sold or disposed of.								
c	If "Yes" to line 8a, was any remedial action taken pursuant to Regulations sections 1.141-12 and 1.145-2?								
9	Has the organization established written procedures to ensure that all nonqualified bonds of the issue are remediated in accordance with the requirements under Regulations sections 1.141-12 and 1.145-2?	X		X		X			

Part IV Arbitrage

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
1	Has the issuer filed Form 8038-T, Arbitrage Rebate, Yield Reduction and Penalty in Lieu of Arbitrage Rebate?		X		X		X		
2	If "No" to line 1, did the following apply?								
a	Rebate not due yet?	X		X			X		
b	Exception to rebate?	X		X		X			
c	No rebate due?		X		X		X		
	If "Yes" to line 2c, provide in Part VI the date the rebate computation was performed								
3	Is the bond issue a variable rate issue?		X		X	X			

Part IV Arbitrage (Continued)

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
4a	Has the organization or the governmental issuer entered into a qualified hedge with respect to the bond issue?		X		X		X		
b	Name of provider								
c	Term of hedge								
d	Was the hedge superintegrated?								
e	Was the hedge terminated?								
5a	Were gross proceeds invested in a guaranteed investment contract (GIC)?		X		X		X		
b	Name of provider								
c	Term of GIC								
d	Was the regulatory safe harbor for establishing the fair market value of the GIC satisfied?								
6	Were any gross proceeds invested beyond an available temporary period?		X		X		X		
7	Has the organization established written procedures to monitor the requirements of section 148? . . .	X		X		X			

Part V Procedures To Undertake Corrective Action

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

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

Return Reference	Explanation

Additional Data

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Schedule L
(Form 990)

Department of the Treasury
Internal Revenue Service

Transactions with Interested Persons

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, lines 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V, line 38a or 40b.**
▶ **Attach to Form 990 or Form 990-EZ.**
▶**Go to *www.irs.gov/Form990* for instructions and the latest information.**

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization
President and Fellows of Harvard College

Employer identification number
04-2103580

Part I **Excess Benefit Transactions** (section 501(c)(3), section 501(c)(4), and section 501(c)(29) organizations only).
Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b.

1	**(a)** Name of disqualified person	**(b)** Relationship between disqualified person and organization	**(c)** Description of transaction	**(d)** Corrected? Yes	No

2 Enter the amount of tax incurred by the organization managers or disqualified persons during the year under section 4958. ▶ $
3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization ▶ $

Part II **Loans to and/or From Interested Persons.**
Complete if the organization answered "Yes" on Form 990-EZ, Part V, line 38a, or Form 990, Part IV, line 26; or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22

(a) Name of interested person	**(b)** Relationship with organization	**(c)** Purpose of loan	**(d)** Loan to or from the organization? To	From	**(e)** Original principal amount	**(f)** Balance due	**(g)** In default? Yes	No	**(h)** Approved by board or committee? Yes	No	**(i)** Written agreement? Yes	No
(1) DREW GILPIN FAUST	FORMER PRESIDENT	CONSTRUCTION OF HOME		X	1,000,000	814,000		No	Yes		Yes	
(2) MICHAEL D SMITH	FORMER KEY EMPLOYEE	PURCHASE OF HOME		X	1,000,000	797,000		No	Yes		Yes	
(3) MANUEL CUEVAS-TRISAN	OFFICER	PURCHASE OF HOME		X	800,000	752,000		No	Yes		Yes	
(4) CLAUDINE GAY	KEY EMPLOYEE	PURCHASE OF HOME		X	350,000	219,000		No	Yes		Yes	
Total					▶ $	2,582,000						

Part III **Grants or Assistance Benefiting Interested Persons.**
Complete if the organization answered "Yes" on Form 990, Part IV, line 27.

(a) Name of interested person	**(b)** Relationship between interested person and the organization	**(c)** Amount of assistance	**(d)** Type of assistance	**(e)** Purpose of assistance

Part IV Business Transactions Involving Interested Persons.

Complete if the organization answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of transaction	(d) Description of transaction	(e) Sharing of organization's revenues?	
				Yes	No
(1) DR AMY EDMONDSON	FAMILY MEMBER OF GEORGE DALEY, KEY EMPLOYEE	692,308	EMPLOYMENT COMPENSATION		No

Part V Supplemental Information

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

Return Reference	Explanation

Additional Data

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SCHEDULE M (Form 990)

Department of the Treasury
Internal Revenue Service

Noncash Contributions

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

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization
President and Fellows of Harvard College

Employer identification number
04-2103580

Part I Types of Property

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art—Works of art	X	46	0	NONE
2 Art—Historical treasures				
3 Art—Fractional interests				
4 Books and publications	X		0	Other
5 Clothing and household goods				
6 Cars and other vehicles				
7 Boats and planes				
8 Intellectual property				
9 Securities—Publicly traded	X	786	66,682,240	Market value
10 Securities—Closely held stock				
11 Securities—Partnership, LLC, or trust interests	X	3	1,534,672	Other - APPRAISED VALUE/FMV
12 Securities—Miscellaneous				
13 Qualified conservation contribution—Historic structures				
14 Qualified conservation contribution—Other				
15 Real estate—Residential	X	1	595,000	Other - APPRAISED VALUE/FMV
16 Real estate—Commercial				
17 Real estate—Other				
18 Collectibles	X	4	0	Other - APPRAISED VALUE/FMV
19 Food inventory	X	1	0	Other - APPRAISED VALUE/FMV
20 Drugs and medical supplies	X	1	0	Other
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens	X	4	0	Other
24 Archeological artifacts	X	2	0	NONE
25 Other ▶ (LODGING & TRANSPORTATION)	X	3	0	NONE
26 Other ▶ (TV/FILM MEMORABILIA)	X	2	0	NONE
27 Other ▶ (SPORTS EQUIPMENT)	X	1	0	NONE
28 Other ▶ (OIL & GAS INTEREST)	X	1	0	NONE
Other ▶ (LIFE INSURANCE)	X	1	0	NONE
Other ▶ (MISCELLANEOUS)	X	1	0	NONE
Other ▶ (DISTRIBUTION FROM DONOR LIFE INSURANCE POLICY)	X	1	13	NONE
Other ▶ (WOOD COUNTY, TX OIL AND GAS INTEREST)	X	1	999	NONE

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement — **29** 25

		Yes	No
30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least three years from the date of the initial contribution, and which isn't required to be used for exempt purposes for the entire holding period?	**30a**		No
b If "Yes," describe the arrangement in Part II.			
31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?	**31**	Yes	
32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?	**32a**	Yes	
b If "Yes," describe in Part II.			
33 If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II.			

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

Return Reference	Explanation
Schedule M, Part I COLUMN (B):	THE UNIVERSITY IS REPORTING THE NUMBER OF CONTRIBUTIONS RECEIVED.
Schedule M, Part I, Line 33 EXPLANATION OF REVENUES NOT REPORTED	SFAS 116 PROVIDES THAT CONTRIBUTIONS OF WORKS OF ART, HISTORICAL TREASURES, AND SIMILAR ASSETS NEED NOT BE RECOGNIZED AS REVENUES AND CAPITALIZED IF THE DONATED ITEMS ARE ADDED TO COLLECTIONS THAT ARE HELD FOR PUBLIC EXHIBITION, EDUCATION, OR RESEARCH IN FURTHERANCE OF PUBLIC SERVICE RATHER THAN FINANCIAL GAIN. THE UNIVERSITY DOES NOT REPORT REVENUES FOR GIFTS-IN-KIND INTENDED FOR DISPLAY OR IMMATERIAL AMOUNTS. THE FOLLOWING IS THE TEXT OF THE FOOTNOTE DESCRIBING COLLECTIONS FROM THE UNIVERSITY'S FINANCIAL STATEMENTS: "THE UNIVERSITY'S VAST ARRAY OF MUSEUMS AND LIBRARIES CONTAINS PRICELESS WORKS OF ART, HISTORICAL TREASURES, LITERARY WORKS, AND ARTIFACTS. THESE COLLECTIONS ARE PROTECTED AND PRESERVED FOR PUBLIC EXHIBITION, EDUCATION, RESEARCH, AND THE FURTHERANCE OF PUBLIC SERVICE. THEY ARE NEITHER DISPOSED OF FOR FINANCIAL GAIN NOR ENCUMBERED IN ANY MANNER. ACCORDINGLY, SUCH COLLECTIONS ARE NOT RECORDED FOR FINANCIAL STATEMENT PURPOSES. ALL GIFTS ARE ART GIVEN WITH THE INTENTION OF BEING DISPLAYED. THERE MAY BE INSTANCES WHERE A GIFT OF ART IS MADE WITH THE PURPOSE OF BEING SOLD AND THE PROCEEDS BENEFITING A SPECIFIC PURPOSE OR UNIT AT THE UNIVERSITY. IN SUCH CASES, THE SALE PROCEEDS WOULD BE RECORDED AS GIFT REVENUE AT THE TIME OF SALE.
Schedule M, Part I, Line 33 OTHER NONCASH CONTRIBUTIONS:	CERTAIN NONCASH CONTRIBUTIONS LISTED IN PART I HAVE NOT REPORTED AN AMOUNT IN PART I, COLUMN (C). NO AMOUNT IS REPORTED FOR THESE CONTRIBUTIONS EITHER BECAUSE THEY ARE INTENDED FOR DISPLAY, AS DISCUSSED ABOVE, OR BECAUSE THE VALUE OF THE NONCASH CONTRIBUTION IS IMMATERIAL.
Schedule M, Part I, Line 32b Third parties used to solicit, process, or sell noncash contributions	THIRD PARTIES, SUCH AS AUCTION HOUSES OR BROKERS, MAY BE USED TO SELL NON-CASH CONTRIBUTIONS TO THE UNIVERSITY, BUT NOT TO PROCESS OR SOLICIT ANY CONTRIBUTIONS TO THE UNVIERSITY, EXCEPT AS DISCLOSED ON SCHEDULE G, PART I.

Additional Data

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SCHEDULE O
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.
▶ Attach to Form 990 or 990-EZ.
▶ Go to *www.irs.gov/Form990* for the latest information.

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization
President and Fellows of Harvard College

Employer identification number
04-2103580

Return Reference	Explanation
Form 990, Part I, Line 5 TOTAL NUMBER OF INDIVIDUALS EMPLOYED:	AS REQUIRED BY THE FORM 990 INSTRUCTIONS, THE NUMBER REPORTED ON PART I, LINE 5 REPRESENTS THE TOTAL NUMBER OF FORMS W-2 PRODUCED BY THE UNIVERSITY DURING CALENDAR YEAR 2022. THIS INCLUDES PAYMENTS FOR WORK STUDY AND CERTAIN TEACHING FELLOWS, AS WELL AS SHORT-TERM EMPLOYMENT. THE TOTAL HEAD COUNT FOR FACULTY AND STAFF AS REPORTED ON THE HARVARD UNIVERSITY FACT BOOK FOR OCTOBER 31, 2022 WAS 18,796.
Form 990, Part I, Line 6 VOLUNTEERS:	HARVARD IS FORTUNATE TO BENEFIT FROM THE SERVICES OF VOLUNTEERS ACROSS ITS NUMEROUS SCHOOLS, DEPARTMENTS, AND PROGRAMS. WHILE HARVARD DOES NOT FORMALLY TRACK OR ELSEWHERE REPORT THE NUMBER OF ITS VOLUNTEERS, THE UNIVERSITY ESTIMATES THAT THIS FIGURE EXCEEDS 10,000.
Form 990, Part VI, Line 2 BUSINESS RELATIONSHIPS	MARIANO-FLORENTINO CUELLAR AND PENNY PRITZKER HAVE A BUSINESS RELATIONSHIP BECAUSE OF THEIR RESPECTIVE POSITIONS AS OFFICER AND TRUSTEE AT CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE. BIDDY MARTIN AND SHIRLEY TILGHMAN HAVE A BUSINESS RELATIONSHIP BECAUSE OF THEIR RESPECTIVE POSITIONS AS OFFICER AND TRUSTEE AT AMHERST COLLEGE.
Form 990, Part VI, Line 7b Decisions requiring approval by members or stockholders	CERTAIN ACTIONS OF THE HARVARD CORPORATION, SUCH AS THE ELECTION OF NEW CORPORATION MEMBERS, THE CONFERRAL OF DEGREES, AND AMENDMENTS TO THE UNIVERSITY STATUTES, ARE SUBJECT TO THE CONSENT OF THE UNIVERSITY'S BOARD OF OVERSEERS.
Form 990, Part VI, Line 11b Review of form 990 by governing body	THE FORM 990 WAS REVIEWED BY THE UNIVERSITY'S TAX RETURN REVIEW COMMITTEES, COMPRISING SENIOR FINANCE STAFF, AND INTERNAL AND EXTERNAL COUNSEL. THE FORM 990 WAS ALSO REVIEWED BY THE UNIVERSITY'S JOINT COMMITTEE ON INSPECTION, CONSISTING OF MEMBERS OF THE HARVARD CORPORATION AND THE BOARD OF OVERSEERS. THE FINAL FORM 990 WAS PROVIDED TO THE ENTIRE HARVARD CORPORATION BEFORE IT WAS FILED.
Form 990, Part VI, Line 12c Conflict of interest policy	ANNUALLY, THE UNIVERSITY'S OFFICE OF THE GENERAL COUNSEL DISTRIBUTES A COPY OF THE HARVARD UNIVERSITY POLICY ON CONFLICTS OF INTEREST AND COMMITMENT FOR SENIOR OFFICERS AND SENIOR ADMINISTRATORS, AND AN ANNUAL DISCLOSURE FORM, TO THE INDIVIDUALS SUBJECT TO THE POLICY. THE COMPLETED FORMS ARE REVIEWED BY THE OFFICE OF THE GENERAL COUNSEL. A PARALLEL PROCESS IS CARRIED OUT ANNUALLY BY THE OFFICE OF THE GOVERNING BOARDS FOR THE UNIVERSITY'S GOVERNING BODY. THE COMPLETED DISCLOSURE FORMS OF MEMBERS OF THE GOVERNING BODY ARE REVIEWED BY BOTH THE OFFICE OF THE GENERAL COUNSEL AND THE SECRETARY OF THE UNIVERSITY.
Form 990, Part VI, Line 15a Process to establish compensation of top management official	THE FOLLOWING IS A DESCRIPTION OF THE ANNUAL COMPENSATION REVIEW PROCESS (CROSS-REFERENCE SCHEDULE J, PART I, LINE 3). THE MOST RECENT REVIEW CONDUCTED PRIOR TO THE CLOSE OF FISCAL YEAR 2023 OCCURRED IN JULY 2022. THE OFFICE OF HUMAN RESOURCES INITIATES AN ANNUAL REVIEW PROCESS TIMED SO THAT A FINAL REVIEW CAN BE CONDUCTED BY THE HARVARD CORPORATION DURING ITS JULY MEETING. ALL INTERNAL REVIEWS AND NEW SALARY RECOMMENDATIONS ARE CONDUCTED IN ADVANCE OF THE CORPORATION MEETING, GENERALLY INCLUDING RECOMMENDATION BY THE PRESIDENT OF COMPENSATION OTHER THAN THE PRESIDENT'S OWN. THE PROVOST AND THE EXECUTIVE VICE PRESIDENT ADDITIONALLY PROVIDE RECOMMENDATIONS ON THOSE INDIVIDUALS FOR WHOM THEY HAVE ORGANIZATIONAL RESPONSIBILITY, SUBJECT TO THE APPROVAL OF THE PRESIDENT. DURING THE MEETING, THE CORPORATION, WHICH IN FULL SERVES AS THE COMPENSATION COMMITTEE, REVIEWS EACH OF THE PRESIDENT'S PROPOSALS FOR FINAL APPROVAL. THE PRESIDENT DOES NOT PARTICIPATE IN THE DELIBERATIONS OR THE VOTE ON THE PRESIDENT'S OWN COMPENSATION. ALL VOTES ARE MEMORIALIZED IN MINUTES AND PRESERVED, TOGETHER WITH ALL BACKGROUND DATA AND MATERIALS PROVIDED BY THE OFFICE OF HUMAN RESOURCES. THIS ANNUAL REVIEW PROCESS INCLUDES THE COMPILATION OF APPROPRIATE COMPARABILITY COMPENSATION DATA FOR EACH POSITION INCLUDED IN THE REVIEW. THE COMPENSATION COMMITTEE OBTAINS AND RELIES UPON APPROPRIATE COMPENSATION MARKET SURVEY DATA AND ANALYSIS IN EACH CASE PRIOR TO MAKING ITS DETERMINATION. FOR THIS PURPOSE, THE PRINCIPAL SOURCE OF SUCH DATA IS AN ANNUAL REPORT PROVIDED BY AN OUTSIDE CONSULTANT. ADDITIONAL COMPARABILITY DATA FOR REVIEW OF THE PRESIDENT'S COMPENSATION HAS BEEN DRAWN FROM A SECOND EXTERNAL SOURCE THAT IS COMPILED ANNUALLY AND FROM PUBLICLY AVAILABLE FORM 990 INFORMATION. THE INDIVIDUALS TO WHOM THE PROCESS IS APPLIED ARE THE FOLLOWING: 1. THE OFFICERS OF THE UNIVERSITY, INCLUDING THE PRESIDENT, PROVOST, SECRETARY, EXECUTIVE VICE PRESIDENT, AND ALL VICE PRESIDENTS; 2. THE DEANS OF THE FACULTIES, INCLUDING KEY EMPLOYEES; 3. CERTAIN OTHER SENIOR UNIVERSITY PERSONNEL.
Form 990, Part VI, Line 15b Process to establish compensation of other employees	THE ANNUAL COMPENSATION REVIEW PROCESS DESCRIBED ABOVE APPLIES TO OTHER OFFICERS AND KEY EMPLOYEES.
Form 990, Part VI, Line 19 Required	HARVARD UNIVERSITY MAKES ITS ANNUAL FINANCIAL STATEMENTS AVAILABLE ON ITS WEBSITE. HARVARD'S CONFLICT OF INTEREST POLICY FOR SENIOR OFFICERS AND SENIOR ADMINISTRATORS IS AVAILABLE ON HARVARD'S INTRANET, ACCESSIBLE TO MEMBERS OF THE HARVARD COMMUNITY. HARVARD'S PUBLIC CHARTER IS AVAILABLE UPON REQUEST.

Return Reference	Explanation
documents available to the public	
Form 990, Part VII, Section A, Line 1a, Column (B) AVERAGE HOURS PER WEEK	THE UNIVERSITY DOES NOT TRACK HOURS WORKED BY TRUSTEES, OFFICERS, KEY EMPLOYEES, AND HIGHEST COMPENSATED EMPLOYEES. THE AVERAGE HOURS WORKED REPORTED ON PART VII, COLUMN (B) ARE ESTIMATES, WITH 60 HOURS PER WEEK AS AN APPROXIMATION FOR FULL-TIME EMPLOYMENT. THE HOURS PER WEEK DEVOTED TO RELATED ORGANIZATIONS REPRESENTS AN ESTIMATE OF TIME THE INDIVIDUAL SPENDS IN HIS/HER CAPACITY AS A MEMBER OF THE BOARD OF DIRECTORS AND/OR AS AN EMPLOYEE OF HARVARD AFFILIATES.
Form 990, Part VII, Section A, Line 1a, Column (A) TITLE	MICHAEL SMITH WAS DEAN OF FACULTY OF ARTS AND SCIENCES UNTIL AUGUST 14, 2018 AND THEN RETURNED TO HIS ROLE AS FACULTY OF ARTS AND SCIENCES. DREW FAUST WAS PRESIDENT UNTIL JUNE 30, 2018 AND THEN BEGAN HER NEW ROLE AS UNIVERSITY PROFESSOR.
Form 990, Part VII, Section A, Line 1a, Column (D) COMPENSATION	FELLOW BIDDY MARTIN HAD A PAID ACADEMIC APPOINTMENT DURING CALENDAR YEAR 2022 UNRELATED TO HER WORK AS A MEMBER OF THE HARVARD CORPORATION. THE COMPENSATION FOR HER ACADEMIC SERVICES IS REPORTED IN FORM 990, PART VII, SECTION A, COLUMN (D).
Form 990, Part VIII, Line 2f Other Program Service Revenue	ALL OTHER PROGRAM SERVICE REVENUE - Total Revenue: XXX-XX-XXXX, Related or Exempt Function Revenue: XXX-XX-XXXX, Unrelated Business Revenue: 29432186, Revenue Excluded from Tax Under Sections 512, 513, or 514: 30201733;
Form 990, Part XI, Line 9 Other changes in net assets or fund balances	CHANGE IN RETIREMENT OBLIGATIONS - 70157948; OTHER CHANGES IN SPLIT INTEREST AGREEMENTS - 20929421; TRANSFERS TO/FROM AFFILIATE ORGANIZATIONS - 61094256; OTHER CHANGE IN NET ASSETS - XXX-XX-XXXX;
Schedule F, Part I FOREIGN ACTIVITY	AMOUNTS REPORTED ARE ESTIMATED BASED ON THE BEST AVAILABLE DATA. UNIVERSITY ACTIVITIES INCLUDE ACADEMIC SUPPORT, INSTITUTIONAL SUPPORT, INSTRUCTION, RESEARCH AND OTHER ACADEMIC ACTIVITY, SERVICE CENTERS, AND STUDENT SERVICES.
Schedule F, Part III GRANTS TO INDIVIDUALS	AMOUNTS AND NUMBER OF RECIPIENTS LISTED ARE ESTIMATES BASED ON THE BEST AVAILABLE DATA.
Schedule J, Part II SCHEDULE J SUPPLEMENTAL INFORMATION	FELLOW KAREN GORDON MILLS HAD A PAID FACULTY APPOINTMENT DURING CALENDAR YEAR 2022 UNRELATED TO HER WORK AS A MEMBER OF THE HARVARD CORPORATION. THE COMPENSATION FOR HER ACADEMIC SERVICES IS REPORTED IN FORM 990, PART VII, SECTION A, COLUMN (D).

Additional Data

Return to Form

Software ID: 22016089
Software Version: 2022v5.0

SCHEDULE R (Form 990)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization
President and Fellows of Harvard College

Employer identification number
04-2103580

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) BEAU GESTE XXV LLC 20-2138990	REAL ESTATE		26,692,288	92,979,212	PRESIDENT AND FELLOWS OF HARVARD COLLEGE
(2) HARVARD UNIVERSITY BEACON YARDS LLC 03-0517218	REAL ESTATE		566,000	162,640	PRESIDENT AND FELLOWS OF HARVARD COLLEGE
(3) HARVARD INTERNATIONAL LLC 30-0459737	INTERNATIONAL SUPPORT		0	0	PRESIDENT AND FELLOWS OF HARVARD COLLEGE
(4) HUH BROKERAGE SERVICES LLC 85-3427383	REAL ESTATE		446,854	106,019	PRESIDENT AND FELLOWS OF HARVARD COLLEGE
(5) HARVARD 219 WESTERN LLC	REAL ESTATE		568,572	5,830,828	PRESIDENT AND FELLOWS OF HARVARD COLLEGE
(6) HARVARD ALLSTON LAND COMPANY 83-3819768	DEVELOPMENT MANAGEMENT		0	0	PRESIDENT AND FELLOWS OF HARVARD COLLEGE

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)AFRICA ACADEMY FOR PUBLIC HEALTH	RESEARCH	TZ			PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(2)AMERICAN REPERTORY THEATRE COMPANY INC 64 BRATTLE ST CAMBRIDGE, MA 02138 04-2665867	PERFORMING ARTS	MA	501(c)(3)	10	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(3)ASSOCIACAO DAVID ROCKEFELLER CENTER DE UNIVERSIDADE DE HARVARD	EDUCATION	BR			PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(4)AXIM COLLABORATIVE 141 PORTLAND ST 9TH FL CAMBRIDGE, MA 02139 46-0807740	EDUCATION	MA	501(c)(3)	Type I	NA		No
(5)BLUE MARBLE HOLDINGS CORP 600 ATLANTIC AVENUE BOSTON, MA 02210 23-7014581	INVESTMENT MANAGEMENT	MA	501(c)(3)	Type I	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(6)CENTRE RECHERCHE EUROPEEN DE LA HBS	RESEARCH SUPPORT	FR			PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(7)DEMETER HOLDINGS CORPORATION 600 ATLANTIC AVENUE BOSTON, MA 02210 04-3044742	INVESTMENT MANAGEMENT	MA	501(c)(3)	Type I	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(8)DOYUKAI FUND FOR HARVARD INC 79 JFK STREET CAMBRIDGE, MA 02138 04-3478889	RESEARCH SUPPORT	MA	501(c)(3)	Type I	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(9)DUBAI HARVARD FOUNDATION FOR MEDICAL RESEARCH INC 401 PARK DR BOSTON, MA 02215 52-2446955	EDUCATION AND RESEARCH	MA	501(c)(3)	Type I	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(10)ENDOWMENT FOR RESEARCH IN HUMAN BIOLOGY INC 745 BOYLSTON ST 7TH FL BOSTON, MA 02116 04-2702030	RESEARCH	MA	501(c)(3)	Type III-O	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(11)FUNDACION CENTRO DE INVESTIGACION DE LA ESCUELA DE ADMIN DE EMPRESA	RESEARCH SUPPORT	AR			PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(12)FUNDACION DRCLAS CHILE	FACULTY AND STUDENT ACTIVITIES	CI			PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(13)FUNDACION HARVARD BUSINESS SCHOOL LATIN AMERICA RESEARCH CENTER	RESEARCH SUPPORT	UY			PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(14)GIOVANNI ARMENISE-HARVARD FOUNDATION FOR SCIENTIFIC RESEARCH INC HMS DEAN OF FAC OF MED BOSTON, MA 02115 04-3293162	RESEARCH SUPPORT	MA	501(c)(3)	Type I	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(15)HANSJORG WYSS INST FOR BIOLOGICALLY INSPIRED ENGINEERING AT HARVARD UNIV IN C201 BROOKLINE AVE SUITE 401 BOSTON, MA 02115 30-0773387	RESEARCH	MA	501(c)(3)	Type I	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(16)HARVARD BUSINESS SCHOOL INTERACTIVE INC SOLDIERS FIELD RD BOSTON, MA 02163 04-3395140	EXECUTIVE EDUCATION	MA	501(c)(3)	Type I	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(17)HARVARD BUSINESS SCHOOL PUBLISHING CORP 20 GUEST ST STE 700 BRIGHTON, MA 02135 04-3177990	PUBLISHING	MA	501(c)(3)	Type I	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(18)HARVARD DEDICATED ENERGY LIMITED 1033 MASS AVE 3RD FL CAMBRIDGE, MA 02138 03-0425512	ELECTRICITY PURCHASING	MA	501(c)(3)	Type I	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(19)HARVARD GLOBAL FOUNDATION LTD	TRUST FOR CONTRIBUTIONS	UK			HARVARD GLOBAL RESEARCH AND SUPPORT SERVICES INC	Yes	
(20)HARVARD GLOBAL RESEARCH AND SUPPORT SERVICES INC 114 MOUNT AUBURN ST 5TH FL CAMBRIDGE, MA 02138 45-4535664	GLOBAL SUPPORT	MA	501(c)(3)	Type I	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(21)HARVARD GLOBAL RESEARCH AND SUPPORT SERVICES INC - TUNISIA	RESEARCH	TS			HARVARD GLOBAL RESEARCH AND SUPPORT SERVICES INC	Yes	
(22)HARVARD GLOBAL RESEARCH SUPPORT CENTRE INDIA DEXTRUS OFFICE NO W05 PENINSULA TOWER 6TH FL MUMBAI, MAHARASHTRA 400013 IN	RESEARCH	IN			HARVARD GLOBAL RESEARCH AND SUPPORT SERVICES INC	Yes	
(23)HARVARD GLOBAL RESEARCH SUPPORT CENTRE ISRAEL LTD	RESEARCH	IS			HARVARD GLOBAL RESEARCH AND SUPPORT SERVICES INC	Yes	
(24)HARVARD GLOBAL RESEARCH SUPPORT CENTRE SOUTH AFRICA NPC	RESEARCH	SF			HARVARD GLOBAL RESEARCH AND SUPPORT SERVICES INC	Yes	
(25)HARVARD GLOBAL UK	RESEARCH	UK			HARVARD GLOBAL RESEARCH AND SUPPORT SERVICES INC	Yes	
(26)HARVARD MAGAZINE INC 7 WARE ST CAMBRIDGE, MA 02138 04-6112308	PUBLISHING	MA	501(c)(3)	Type III-FI	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(27)HARVARD MANAGEMENT COMPANY INC 600 ATLANTIC AVENUE BOSTON, MA 02210 23-7361259	INVESTMENT MANAGEMENT	MA	501(c)(3)	Type I	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(28)HARVARD MANAGEMENT PRIVATE EQUITY CORPORATION 600 ATLANTIC AVENUE BOSTON, MA 02210 04-3070522	INVESTMENT MANAGEMENT	MA	501(c)(3)	Type I	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(29)HARVARD MEDICAL CENTER 25 SHATTUCK ST BOSTON, MA 02115 04-2213292	MEDICAL EDUCATION	MA	501(c)(3)	Type I	NA		No
(30)HARVARD NEURODISCOVERY CENTER INC 25 SHATTUCK ST BOSTON, MA 02115 31-1745145	RESEARCH SUPPORT	MA	501(c)(3)	Type I	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(31)HARVARD PRIVATE CAPITAL REALTY INC 600 ATLANTIC AVENUE BOSTON, MA 02210 22-3138409	INVESTMENT MANAGEMENT	MA	501(c)(3)	Type I	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(32)HARVARD REAL ESTATE - ALLSTON INC 1033 MASS AVE 3RD FL CAMBRIDGE, MA 02138 04-3373410	TITLE HOLDING COMPANY	MA	501(c)(25)		PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(33)HARVARD REAL ESTATE INC 1033 MASS AVE 3RD FL CAMBRIDGE, MA 02138 04-2649303	REAL ESTATE BROKERAGE	MA	501(c)(3)	Type I	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(34)HARVARD-YENCHING INSTITUTE VANSERG HALL 25 FRANCIS AVE CAMBRIDGE, MA 02138 04-2062394	EDUCATION	MA	501(c)(3)	Type I	NA		No
(35)ION INC 1350 MASS AVE CAMBRIDGE, MA 02138 22-3032677	RESEARCH	MA	501(c)(3)	Type I	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(36)LONGWOOD MEDICAL ENERGY COLLABORATIVE INC 375 LONGWOOD AVE BOSTON, MA 02215 04-3476764	ENERGY SERVICES	MA	501(c)(3)	Type I	NA		No
(37)MASSACHUSETTS GREEN HIGH PERFORMANCE COMPUTING CENTER INC 100 BIGELOW ST HOLYOKE, MA 01040 27-3014805	RESEARCH	MA	501(c)(3)	Type I	NA		No
(38)MGHPCC HOLYOKE INC 100 BIGELOW ST HOLYOKE, MA 01040 45-2257442	RESEARCH	MA	501(c)(3)	Type I	NA		No
(39)PHEMUS CORPORATION 600 ATLANTIC AVENUE BOSTON, MA 02210 04-2997367	INVESTMENT MANAGEMENT	MA	501(c)(3)	Type I	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(40)RED TOP INC MURR CTR 65 NORTH HARVARD ST BOSTON, MA 02163 51-0189788	ATHLETICS	CT	501(c)(3)	Type I	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(41)STUDENT CLUBS OF HBS INC SOLDIERS FIELD RD BOSTON, MA 02163 57-1152691	STUDENT SUPPORT	MA	501(c)(3)	Type I	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(42)STUDENT ORGANIZATIONS AND JOURNALS OF HARVARD LAW SCHOOL INC 1585 MASSACHUSETTS AVE CAMBRIDGE, MA 02138 84-3118937	STUDENT SUPPORT	MA	501(c)(3)	Type I	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(43)THE BOTSWANA HARVARD HEALTH PARTNERSHIP	RESEARCH	BC			PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(44)THE CARL J SHAPIRO INSTITUTE FOR EDUCATION AND RESEARCH AT HARVARD 330 BROOKLINE AVE BOSTON, MA 02215 04-3326928	MEDICAL EDUCATION AND RESEARCH	MA	501(c)(3)	Type I	NA		No
(45)THE RESEARCH COLLECTIONS AND PRESERVATION CONSORTIUM 701 CARNEGIE CENTER STE 445 PRINCETON, NJ 08540 22-3751732	LIBRARY DEPOSITORY	NJ	501(c)(3)	Type I	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	
(46)TRUSTEES FOR HARVARD UNIVERSITY 1033 MASS AVE 3RD FL CAMBRIDGE, MA 02138 53-0199180	EDUCATION	DC	501(c)(3)	Type II	PRESIDENT AND FELLOWS OF HARVARD COLLEGE	Yes	

List of shareholders or members to whom dividend or other amounts payable in respect of shares or debentures or other securities, or in respect of which interest or other amounts payable, in aggregate, exceeds one percent of the total paid-up capital of the company or one percent of the total number of outstanding debentures or other securities or interest or other amounts payable, as the case may be

Name	Address	Nationality	Number of shares or debentures or other securities or interest or other amounts	Amount payable	Date of payment	Date of declaration	Date of warrant	Date of payment	Unpaid	Unclaimed	Whether interest or other amounts
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

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.

		Yes	No
1 During the tax year, did the orgranization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?			
a Receipt of **(i)** interest, **(ii)**annuities, **(iii)** royalties, or **(iv)** rent from a controlled entity	1a	Yes	
b Gift, grant, or capital contribution to related organization(s)	1b	Yes	
c Gift, grant, or capital contribution from related organization(s)	1c	Yes	
d Loans or loan guarantees to or for related organization(s)	1d	Yes	
e Loans or loan guarantees by related organization(s)	1e		No
f Dividends from related organization(s)	1f		No
g Sale of assets to related organization(s)	1g		No
h Purchase of assets from related organization(s)	1h	Yes	
i Exchange of assets with related organization(s)	1i		No
j Lease of facilities, equipment, or other assets to related organization(s)	1j	Yes	
k Lease of facilities, equipment, or other assets from related organization(s)	1k		No
l Performance of services or membership or fundraising solicitations for related organization(s)	1l	Yes	
m Performance of services or membership or fundraising solicitations by related organization(s)	1m	Yes	
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	1n	Yes	
o Sharing of paid employees with related organization(s)	1o	Yes	
p Reimbursement paid to related organization(s) for expenses	1p	Yes	
q Reimbursement paid by related organization(s) for expenses	1q	Yes	
r Other transfer of cash or property to related organization(s)	1r	Yes	
s Other transfer of cash or property from related organization(s)	1s	Yes	

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

(a) Name of related organization	**(b)** Transaction type (a-s)	**(c)** Amount involved	**(d)** Method of determining amount involved
(1)AFRICA ACADEMY FOR PUBLIC HEALTH	R	732,633	CASH
(2)AMERICAN REPERTORY THEATRE COMPANY INC	B	7,823,273	CASH
(3)AMERICAN REPERTORY THEATRE COMPANY INC	D	4,456,969	CASH
(4)AMERICAN REPERTORY THEATRE COMPANY INC	J	488,480	CASH
(5)AMERICAN REPERTORY THEATRE COMPANY INC	L	614,593	COST
(6)AMERICAN REPERTORY THEATRE COMPANY INC	N	396,000	CASH
(7)ASSOCIACAO DAVID ROCKEFELLER CENTER DE UNIVERSIDADE DE HARVARD	R	801,251	CASH
(8)BLUE MARBLE HOLDING CORP	R	3,867,883	CASH
(9)BLUE MARBLE HOLDING CORP	S	7,744,261	CASH
(10)THE BOTSWANA HARVARD HEALTH PARTNERSHIP	R	4,658,394	CASH
(11)CENTRE RECHERCHE EUROPEEN DE LA HBS	B	1,684,183	CASH
(12)CENTRO HARVARD-D ROCKEFELLAR PARA ESTUDIOS LATINAMERICANOS AC	R	250,600	CASH
(13)DEMETER HOLDINGS CORP	S	16,021,011	CASH
(14)DUBAI HARVARD FOUNDATION FOR MEDICAL RESEARCH INC	C	293,861	CASH
(15)DUBAI HARVARD FOUNDATION FOR MEDICAL RESEARCH INC	N	112,588	COST
(16)FRIENDS OF HARVARD HONG KONG TRUST	S	7,449,245	CASH
(17)FUNDACION HARVARD BUSINESS SCHOOL LATIN AMERICA RESEARCH CENTER	B	805,000	CASH
(18)FUNDACION DRCLAS CHILE	R	137,200	CASH
(19)GIOVANNI ARMENISE-HARVARD FOUNDATION FOR SCIENTIFIC RESEARCH INC	C	900,000	CASH
(20)GIOVANNI ARMENISE-HARVARD FOUNDATION FOR SCIENTIFIC RESEARCH INC	O	387,605	COST
(21)HANSJORG WYSS INSTITUTE FOR BIOLOGICALLY INSPIRED ENGINEERING	A	175,551	CASH
(22)HANSJORG WYSS INSTITUTE FOR BIOLOGICALLY INSPIRED ENGINEERING	D	30,636,193	COST
(23)HANSJORG WYSS INSTITUTE FOR BIOLOGICALLY INSPIRED ENGINEERING	L	2,249,017	COST
(24)HANSJORG WYSS INSTITUTE FOR BIOLOGICALLY INSPIRED ENGINEERING	M	268,406	COST
(25)HANSJORG WYSS INSTITUTE FOR BIOLOGICALLY INSPIRED ENGINEERING	Q	2,173,890	COST
(26)HARVARD ARASTIRMA VE EGITIM MERKEZI ISTANBUL LIMITED SIRKETI	M	879,429	COST

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(27)HARVARD CENTER SHANGHAI CO LTD	M	2,653,743	COST
(28)HARVARD DEDICATED ENERGY LIMITED	H	15,964,616	COST
(29)HARVARD GLOBAL RESEARCH SUPPORT SERVICES INC	P	4,794,328	COST
(30)HARVARD GLOBAL RESEARCH SUPPORT SERVICES INC	C	50,000	CASH
(31)HARVARD MAGAZINE INC	A	135,384	COST
(32)HARVARD MAGAZINE INC	R	1,463,161	CASH
(33)HARVARD MANAGEMENT COMPANY	R	128,714,153	CASH
(34)HARVARD MANAGEMENT PRIVATE EQUITY CORP	R	3,873,077,450	CASH
(35)HARVARD MANAGEMENT PRIVATE EQUITY CORP	S	5,372,967,871	CASH
(36)HARVARD PRIVATE CAPITAL REALTY INC	R	620,712,801	CASH
(37)HARVARD PRIVATE CAPITAL REALTY INC	S	349,988,883	CASH
(38)HARVARD REAL ESTATE - ALLSTON INC	D	55,799,021	CASH
(39)PHEMUS CORP	R	96,316,585	CASH
(40)PHEMUS CORP	S	156,023,328	CASH
(41)RED TOP INC	D	857,885	CASH
(42)STUDENT CLUBS OF HBS INC	L	49,811	CASH
(43)TRUSTEES FOR HARVARD UNIVERSITY	S	12,054,713	COST
(44)TRUSTEES FOR HARVARD UNIVERSITY	L	10,116,657	COST

Part VI **Unrelated Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

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.

(a) Name, address, and EIN of entity	**(b)** Primary activity	**(c)** Legal domicile (state or foreign country)	**(d)** Predominant income (related, unrelated, excluded from tax under sections 512-514)	**(e)** Are all partners section 501(c)(3) organizations?		**(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**		**Yes**	**No**	

Part VII Supplemental Information

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

Return Reference	Explanation
Schedule R, Part IV IDENTIFICATION OF RELATED ORGANIZATIONS TAXABLE AS A TRUST:	SPLIT INTEREST TRUSTS: THE TRUSTS LISTED ARE DOMICILED IN MASSACHUSETTS, NEW YORK, AND WASHINGTON, D.C.

Additional Data

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