

990

Form

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundation): 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
THE BROOKINGS INSTITUTION
Doing business as
Number and street (or P.O. box if mail is not delivered to street address) Room/suite
1775 MASSACHUSETTS AVE NW
City or town, state or province, country, and ZIP or foreign postal code
WASHINGTON, DC 20036
F Name and address of principal officer:
CECILIA ELENA ROUSE
1775 MASSACHUSETTS AVE NW
WASHINGTON, DC 20036

H(a) Is this a group return for subordinates?
H(b) Are all subordinates included?
If "No," attach a list. See instructions.
H(c) Group exemption number

D Employer identification number
53-0196577
E Telephone number
(202) 797-6000
G Gross receipts \$ 191,875,585

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

J Website: WWW.BROOKINGS.EDU

K Form of organization: Corporation Trust Association Other

L Year of formation: 1939

M State of legal domicile: DC

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities:
TO CONDUCT IN-DEPTH, INDEPENDENT RESEARCH THAT LEADS TO NEW IDEAS FOR SOLVING PROBLEMS FACING SOCIETY.

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) 48

4 Number of independent voting members of the governing body (Part VI, line 1b) 48

5 Total number of individuals employed in calendar year 2022 (Part V, line 2a) 723

6 Total number of volunteers (estimate if necessary) 52

7a Total unrelated business revenue from Part VIII, column (C), line 12 234,914

7b Net unrelated business taxable income from Form 990-T, Part I, line 11 15,213

Revenue

8 Contributions and grants (Part VIII, line 1h) 70,762,210 73,243,242

9 Program service revenue (Part VIII, line 2g) 747,918 919,916

10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) 46,842,243 14,476,707

11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 989,580 804,281

12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) 119,341,951 89,444,146

Expenses

13 Grants and similar amounts paid (Part IX, column (A), lines 1–3) 2,370,651 3,275,567

14 Benefits paid to or for members (Part IX, column (A), line 4) 0 0

15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10) 62,907,229 69,134,924

16a Professional fundraising fees (Part IX, column (A), line 11e) 124,750 0

16b Total fundraising expenses (Part IX, column (D), line 25) 3,355,002

17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e) 22,452,603 26,420,687

18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25) 87,855,233 98,831,178

19 Revenue less expenses. Subtract line 18 from line 12 31,486,718 -9,387,032

Net Assets or Fund Balances

20 Total assets (Part X, line 16) 528,999,178 537,645,383

21 Total liabilities (Part X, line 26) 62,523,099 64,652,371

22 Net assets or fund balances. Subtract line 21 from line 20 466,476,079 472,993,012

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
MITCHELL WEIN SENIOR VP, FINANCE & COO
Type or print name and title

2024-04-23
Date

Paid Preparer Use Only

Print/Type preparer's name
Firm's name RSM US LLP
Firm's address 920 5TH AVENUE SUITE 2800
SEATTLE, WA 98104

Preparer's signature
Date 2024-04-23

Check if self-employed
PTIN P00560072
Firm's EIN 42-0714325
Phone no. (206) 281-4444

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

For Paperwork Reduction Act Notice, see the separate instructions. Cat. No. 11282Y Form 990 (2022)

Part III

Statement of Program Service Accomplishments

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

☐

☒

1

Briefly describe the organization's mission:

SEE SCHEDULE O

2

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

☐ Yes

☒ No

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

3

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

☐ Yes

☒ No

If "Yes," describe these changes on Schedule O.

4

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

4a

(Code:) (Expenses \$ 15,452,085 including grants of \$ 141,500) (Revenue \$ 105,000)

ECONOMIC STUDIES:THE ECONOMIC STUDIES PROGRAM PROVIDES ANALYSIS OF CURRENT AND EMERGING ECONOMIC ISSUES TO INFORM PUBLIC POLICY THROUGH INNOVATIVE AND PRACTICAL POLICY SOLUTIONS. OVER THE PAST YEAR, ECONOMIC STUDIES SCHOLARS CONDUCTED RIGOROUS RESEARCH AND POLICY ANALYSIS IN AREAS INCLUDING BUT NOT LIMITED TO SOUND MONETARY AND FISCAL POLICY, TAXATION, INCLUSIVE SOCIO-ECONOMIC POLICY, ECONOMIC OPPORTUNITY AND MOBILITY, HEALTH CARE AND SOCIAL INSURANCE ECONOMICS, THE EFFICIENT WORKING OF MARKETS, AND CLIMATE-RESILIENT GROWTH. THE ECONOMIC STUDIES PROGRAM DISSEMINATED ITS FREQUENTLY CITED SCHOLARSHIP IN PUBLISHED REPORTS, RESEARCH PAPERS, JOURNALS, LONGER-FORM BOOKS AND SHORTER-FORM OP-EDS AND BLOG POSTS, AS WELL AS THROUGH EVENTS.

4b

(Code:) (Expenses \$ 14,534,962 including grants of \$ 483,847) (Revenue \$ 256,045)

GLOBAL ECONOMY AND DEVELOPMENT:THE GLOBAL ECONOMY & DEVELOPMENT (GLOBAL) PROGRAM OFFERS INNOVATIVE POLICY SOLUTIONS AND TOOLS TO HELP GLOBAL, NATIONAL, AND LOCAL POLICYMAKERS BUILD MORE EQUITABLE AND SUSTAINABLE ECONOMIC SYSTEMS THAT DELIVER PROSPERITY AND WELL-BEING FOR ALL. GLOBAL'S INTERDISCIPLINARY TEAM OF EXPERTS PROVIDES THOUGHT LEADERSHIP, CUTTING-EDGE RESEARCH, AND INNOVATIVE SOLUTIONS THAT INFORM POLICY AND INTERNATIONAL COOPERATION IN THEMATIC AREAS INCLUDING HARNESSING TECHNOLOGY FOR INCLUSIVE GROWTH AND DEVELOPMENT; CLIMATE POLICY AND ACTION FOR SUSTAINABLE INCLUSIVE GROWTH AND DEVELOPMENT; GLOBAL EDUCATION AND SKILLS DEVELOPMENT; SUSTAINABLE DEVELOPMENT AND FINANCING FOR DEVELOPMENT; AND MULTILATERALISM AND INTERNATIONAL COOPERATION. THROUGH THIS WORK, GLOBAL EXPERTS HOPE TO INFORM AND FACILITATE PROGRESS TOWARD THE SUSTAINABLE DEVELOPMENT GOALS (SDGS), BUILD PARTNERSHIPS IN PURSUIT OF INCLUSIVE DEVELOPMENT, AND ULTIMATELY REDUCE GLOBAL POVERTY AND OTHER SOURCES OF SOCIAL STRESS. OVER THE PAST YEAR, GLOBAL CONTINUED TO SHARE ITS FINDINGS WITH AUDIENCES THROUGH VARIOUS EVENTS, WIDELY READ BOOKS, REPORTS AND OP-EDS, AND INTERACTIVE TOOLS.

4c

(Code:) (Expenses \$ 11,452,544 including grants of \$ 402,928) (Revenue \$ 463,987)

FOREIGN POLICY:THE FOREIGN POLICY PROGRAM CONDUCTS RESEARCH, ANALYSIS AND CONVENING IN ORDER TO INFORM PUBLIC UNDERSTANDING AND POLICY DIALOGUE CONCERNING THE MOST PRESSING GEOPOLITICAL AND SECURITY ISSUES FACING THE U.S. AND THE WORLD. IN ADDITION TO THE PROGRAM REGULARLY HOSTING EVENTS, FOREIGN POLICY SCHOLARS HAVE PUBLISHED A NUMBER OF REPORTS AND BOOKS WHILE ALSO MAKING APPEARANCES ON THE PAGES AND AIRWAVES OF MAJOR NEWS AND POLICY OUTLETS ACROSS THE POLITICAL SPECTRUM IN THE U.S. AND AROUND THE GLOBE.

(Code:) (Expenses \$ 10,805,064 including grants of \$ 1,336,090) (Revenue \$ 3,202)

GOVERNANCE STUDIES:THE GOVERNANCE STUDIES PROGRAM AT BROOKINGS IS DEDICATED TO ANALYZING POLICY ISSUES, POLITICAL INSTITUTIONS AND PROCESSES, AND CONTEMPORARY GOVERNANCE CHALLENGES. OUR SCHOLARSHIP IDENTIFIES AREAS IN NEED OF REFORM AND PROPOSES SPECIFIC SOLUTIONS WITH THE GOALS OF IMPROVING THE PERFORMANCE OF THE NATIONAL GOVERNMENT, INFORMING DEBATE, AND PROVIDING STAKEHOLDERS WITH EXPERT ANALYSIS AND IDEAS TO ENSURE BETTER INSTITUTIONAL GOVERNANCE. IN THE PAST YEAR, GOVERNANCE STUDIES EXPERTS FOCUSED ON AREAS RANGING FROM ELECTION PROCESSES, TO ARTIFICIAL INTELLIGENCE, TO ADDRESSING RACIAL JUSTICE IN AREAS OF LAW ENFORCEMENT, VOTING RIGHTS, AND ACCESS TO TECHNOLOGY AND HEALTHCARE. IN ADDITION TO PUBLISHING MYRIAD WORKS OF WRITTEN SCHOLARSHIP OVER THE YEAR, GOVERNANCE STUDIES HELD A NUMBER OF EVENTS OPEN TO THE PUBLIC ON THESE AND OTHER TIMELY TOPICS.

(Code:) (Expenses \$ 10,529,717 including grants of \$ 892,452) (Revenue \$ 91,682)

BROOKINGS METRO:THE BROOKINGS METROPOLITAN POLICY PROGRAM'S (METRO) WORKS WITH LOCAL LEADERS TO TRANSFORM ORIGINAL RESEARCH INSIGHTS INTO POLICY AND PRACTICAL SOLUTIONS THAT SCALE NATIONALLY IN SUPPORT OF EVERY COMMUNITY BECOMING PROSPEROUS, JUST, AND RESILIENT - NO MATTER ITS STARTING POINT. METRO PRODUCES A NUMBER OF DIFFERENT TYPES OF PUBLICATIONS, INCLUDING BLOG POSTS, RESEARCH BRIEFS, REPORTS, BOOKS AND INTERACTIVE DATA VISUALIZATIONS, AND IN THE PAST YEAR HOSTED A NUMBER OF PUBLIC EVENTS. THROUGH ROUNDTABLES, MEETINGS, PUBLIC FORUMS, CONFERENCES, WORKSHOPS, LABS AND COMMUNITIES OF PRACTICE, METRO ALSO CONTINUED TO WORK WITH NETWORKS OF EXPERTS FROM DIFFERENT SECTORS TO TRANSLATE EVIDENCE AND IDEAS INTO TANGIBLE SOLUTIONS THAT ADDRESS THE UNPRECEDENTED CHALLENGES FACING THE NATION, STATES AND CITIES ALIKE.

(Code:) (Expenses \$ 4,663,205 including grants of \$) (Revenue \$)

COMMUNICATIONS AND WEB:BROOKINGS'S COMMUNICATIONS DEPARTMENT DISSEMINATES INFORMATION ABOUT THE INSTITUTION, ITS SCHOLARS AND RESEARCH, AND THE ARRAY OF RESOURCES THAT BROOKINGS OFFERS. THE COMMUNICATIONS DEPARTMENT MANAGES BROOKINGS'S PRIMARY AVENUES FOR DISTRIBUTING ITS WORK - THE INSTITUTION'S WEBSITE (WWW.BROOKINGS.EDU), SOCIAL MEDIA CHANNELS, OTHER DIGITAL COMPONENTS OF OUTREACH AND EDUCATION, AS WELL AS HOUSING THE BROOKINGS INSTITUTION PRESS.

(Code:) (Expenses \$ 1,238,539 including grants of \$ 18,750) (Revenue \$)

INSTITUTIONAL INITIATIVES:INCLUDES RESEARCH INITIATIVES UNDERTAKEN OR SUPERVISED BY THE EXECUTIVE OFFICE AND CROSS-PROGRAM RESEARCH EFFORTS, SUCH AS THE ARTIFICIAL INTELLIGENCE AND EMERGING TECHNOLOGIES INITIATIVE AND THE DAVID M. RUBENSTEIN FELLOWSHIP PROGRAM.THE ARTIFICIAL INTELLIGENCE AND EMERGING TECHNOLOGY (AIET) INITIATIVE LOOKS TO ADVANCE GOOD GOVERNANCE OF TRANSFORMATIVE TECHNOLOGIES AT THE GLOBAL, NATIONAL, AND LOCAL LEVELS SO THAT MULTIPLE SECTORS OF SOCIETY CAN RESPONSIBLY SCALE AND MANAGE ITS FULL EFFECTS. THE INITIATIVE INCLUDES SEVERAL WORKSTREAMS EACH DESIGNED TO TRACK AND INFORM PRESSING QUESTIONS AT THE INTERSECTION OF TECHNOLOGY AND POLICY IN NEAR REAL-TIME. THE RUBENSTEIN FELLOWSHIP IS A TWO-YEAR FELLOWSHIP THAT BRINGS A DIVERSE GROUP OF RISING STARS TO THE BROOKINGS COMMUNITY, STRENGTHENING THE BREADTH OF OUR RESEARCH AND PERSPECTIVES IN KEY AREAS OF POLICY.

(Code:) (Expenses \$ 765,287 including grants of \$) (Revenue \$ 1,096,009)

BROOKINGS PRESS:THE BROOKINGS INSTITUTION PRESS PUBLISHES LONGFORM PUBLIC POLICY RESEARCH AND ANALYSIS FROM BROOKINGS SCHOLARS AND OTHER EXPERTS. THE BROOKINGS INSTITUTION PRESS PUBLISHES BOOKS ON GOVERNANCE, POLITICAL SCIENCE, ECONOMICS, FOREIGN POLICY AND OTHER FIELDS THAT ARE WIDELY DISCUSSED IN THE MEDIA, ASSIGNED IN CLASSROOMS, REFERRED TO IN LIBRARIES, AND PICKED UP IN BOOKSTORES-BOOKS THAT INFORM WITH CLARITY AND PERSUADE WITH CONVICTION.

4d

Other program services (Describe in Schedule O.)

(Expenses \$ 28,001,812 including grants of \$ 2,247,292) (Revenue \$ 1,190,893)

4e

Total program service expenses

69,441,403

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	No
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	No
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	6	No
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	7	No
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	8 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	No
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi endowments? If "Yes," complete Schedule D, Part V	10 Yes	
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	11a Yes	
b Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII	11b Yes	
c Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII	11c	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)?	11f Yes	
12a If "Yes," complete Schedule D, Part XI. Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	12a Yes	
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	No
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13	No
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a	No
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	14b Yes	
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV	15 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	No
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18	No
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19	No
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a	No
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II	21 Yes	

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?	26		No
27	If "Yes," complete Schedule L, Part I. 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		No
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?	30		No
31	If "Yes," complete Schedule M. Did the organization reorganize, 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?	33		No
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		No
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		No
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		
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		No
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? 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	401	
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	723			
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			No	
b	If "Yes," enter the name of the foreign country: _____ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).						
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . . .		5a			No	
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		5b			No	
c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?		5c				
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		6a			No	
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		6b				
7 Organizations that may receive deductible contributions under section 170(c).							
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?		7a	Yes			
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		7b	Yes			
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		7c			No	
d	If "Yes," indicate the number of Forms 8282 filed during the year		7d				
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		7e			No	
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		7f			No	
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		7g				
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		7h				
8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?							
9 Sponsoring organizations maintaining donor advised funds.							
a	Did the sponsoring organization make any taxable distributions under section 4966?		9a				
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		9b				
10 Section 501(c)(7) organizations. Enter:							
a	Initiation fees and capital contributions included on Part VIII, line 12		10a				
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities		10b				
11 Section 501(c)(12) organizations. Enter:							
a	Gross income from members or shareholders		11a				
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)		11b				
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?							
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?		13a				
Note. See the instructions for additional information the organization must report on Schedule O.							
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			No	
16	Is the organization subject to the section 4968 excise tax on net investment income?		16			No	
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.		
1b	Enter the number of voting members included in line 1a, above, who are independent		
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	Yes
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5	No
6	Did the organization have members or stockholders?	6	No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a	No
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	7b	No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a	The governing body?	8a	Yes
b	Each committee with authority to act on behalf of the governing body?	8b	Yes
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	9	No

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

	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	No
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b	

Section C. Disclosure

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

AL, AR, CA, FL, GA, HI, IL, KS, KY, MA, MD, MI, MS, MN, NC, NJ, NH, NM, NY, OR, PA, RI, SC, TN, UT, VA, WI, WV, ND

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:

NIKKI BAGWELL AVP & CONTROLLER 1775 MASSACHUSETTS AVE NW WASHINGTON, DC 20036 (202) 797-6000

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)						(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
		Individual trustee or director	Institutional Trustee;	Officer	Key employee	Highest compensated employee	Former			
(1) GLENN H HUTCHINS CO-CHAIR OF THE BOARD	4.00	X		X				0	0	0
(2) SUZANNE NORA JOHNSON CO-CHAIR OF THE BOARD	4.00	X		X				0	0	0
(3) ARTHUR R COLLINS VICE CHAIR OF BOARD (THRU 6/2/23)	3.00	X		X				0	0	0
(4) LEONARD D SCHAEFFER VICE CHAIR OF BOARD	3.00	X		X				0	0	0
(5) CHERYL COHEN EFFRON VC NMNTNS & GVRNNCE (THRU 6/2/23)	3.00	X						0	0	0
(6) VICTOR L HYMES TREASURER 3/3/23; CHAIR BDGT & FC	3.00	X		X				0	0	0
(7) DAVID WEINBERG TREASURER (THRU 3/3/23)	3.00	X		X				0	0	0
(8) TRACY R WOLSTENCROFT SECRETARY; VC BUDGET & FINANCE	3.00	X		X				0	0	0
(9) ROBERT J ABERNETHY TRUSTEE; VC DEVELOPMENT COMMITTEE	3.00	X						0	0	0
(10) PETER BARRIS TRUSTEE	2.00	X						0	0	0
(11) ROBERT M BASS TRUSTEE	2.00	X						0	0	0
(12) JEFFREY L BEWKES TRUSTEE	2.00	X						0	0	0
(13) DAVID C BOHNETT TRUSTEE	2.00	X						0	0	0
(14) DAVID BOZEMAN TRUSTEE	2.00	X						0	0	0
(15) ABBY JOSEPH COHEN TRUSTEE; CHAIR INVSTMNT COMMITTEE	3.00	X						0	0	0
(16) BETSY Z COHEN TRUSTEE	2.00	X						0	0	0
(17) CHERYL CRAZY BULL TRUSTEE; VC DEI COMMITTEE	2.00	X						0	0	0

Part VII

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/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
		Individual trustee or director	Institutional Trustee;	Officer	Key employee	Highest compensated employee	Former			
(18) SUSAN CROWN VC NMNTNS & GVRNNCE ON 6/2/23	2.00	X						0	0	0
(19) JASON CUMMINS TRUSTEE	2.00	X						0	0	0
(20) PAUL DESMARAIS JR TRUSTEE THRU 6/2/23	2.00	X						0	0	0
(21) BART FRIEDMAN TRUSTEE; CHAIR AUDIT COMMITTEE	3.00	X						0	0	0
(22) ELLEN V FUTTER TRUSTEE; CHAIR NMNTNS & GVRNNCE	3.00	X						0	0	0
(23) HELENE GAYLE TRUSTEE	2.00	X						0	0	0
(24) DAVID J GRAIN TRUSTEE	2.00	X						0	0	0
(25) PETE HIGGINS TRUSTEE; CHAIR DVLPMNT COMMITTEE	3.00	X						0	0	
(26) BENJAMIN R JACOBS TRUSTEE; NONFIDUCIARY ON 6/2/23	2.00	X						0	0	0
(27) KENNETH M JACOBS TRUSTEE	2.00	X						0	0	0
(28) TOM KAPLAN TRUSTEE	2.00	X						0	0	0
(29) LAURA KARET TRUSTEE	2.00	X						0	0	0
(30) HOSEIN KHAJEH-HOSSEINY TRUSTEE	2.00	X						0	0	0
(31) PHILIP M KNIGHT TRUSTEE	2.00	X						0	0	0
(32) SARA GROOTWASSINK LEWIS TRUSTEE; VC AUDIT COMMITTEE	3.00	X						0	0	0
(33) KEVIN MANDIA TRUSTEE	2.00	X						0	0	0
(34) CATHY MINEHAN TRUSTEE; CHAIR COMP COMMITTEE	3.00	X						0	0	0
(35) ADITYA MITTAL TRUSTEE	2.00	X						0	0	0
(36) BETH MOONEY TRUSTEE	2.00	X						0	0	0
(37) OSCAR MUNOZ TRUSTEE	2.00	X						0	0	0
(38) LAXMAN NARASIMHAN TRUSTEE	2.00	X						0	0	0
(39) BRIAN ROGERS TRUSTEE; VC INVESTMENT COMMITTEE	3.00	X						0	0	0
(40) GINNI ROMETTY TRUSTEE	2.00	X						0	0	0
(41) NICOLE PULLEN ROSS TRUSTEE (THRU 4/1/23)	2.00	X						0	0	0
(42) TIM RYAN TRUSTEE; CHAIR DEI COMMITTEE	2.00	X						0	0	0
(43) JAMES SMITH TRUSTEE	2.00	X						0	0	0
(44) KEVIN SNEADER TRUSTEE	2.00	X						0	0	0
(45) DOUGLAS STEENLAND TRUSTEE	2.00	X						0	0	0
(46) JOE STRAUS III TRUSTEE	2.00	X						0	0	0
(47) LEE J STYSLINGER III TRUSTEE	2.00	X						0	0	0
(48) KRISHEN SUD TRUSTEE	2.00	X						0	0	0
(49) ANDREW TISCH TRUSTEE	2.00	X						0	0	0
(50) E ERIC TOKAT TRUSTEE	2.00	X						0	0	0
(51) ANTOINE W VAN AGTMAEL TRUSTEE	2.00	X						0	0	0
(52) BEATRICE W WELTERS TRUSTEE	2.00	X						0	0	0
(53) AMY LIU WITMER INTERIM PRESIDENT	40.00			X				516,040	0	57,100
(54) JONATHAN D SCHWARTZ GENERAL COUNSEL START 7/5/22	40.00			X				268,767	0	16,300
(55) MITCHELL L WEIN SR VP OF FINANCE & COO START 7/6/22	40.00			X				212,835	0	12,350
(56) TED GAYER INTERIM PRESIDENT THRU 7/7/22	40.00			X				291,123	0	31,852
(57) MICHAEL CAVADEL VP GEN COUNSEL/ASST SEC THRU 7/15/22	40.00			X				180,145	0	23,096
(58) ELIZABETH GROSS DIR BOARD RLTNs, ASSTNT SEC BOARD	40.00			X				103,914	0	36,897
(59) DARRELL M WEST VP & DIR. GOVERNANCE STUDIES	40.00				X			387,451	0	71,661
(60) CATHERINE A PIEZ CHIEF INVESTMENT OFFICER	40.00				X			378,972	0	62,983
(61) STEPHANIE R AARONSON VP & DIR OF ECON. STUDIES THRU 12/30/22	40.00				X			369,723	0	45,933
(62) SUZANNE MALONEY VP & DIR., FOREIGN POLICY	40.00				X			326,663	0	69,147
(63) ANKUR R BHATT CHIEF INFORMATION OFFICER	40.00				X			324,411	0	58,094
(64) BRAHIMA COULIBALY VP & DIRECTOR, GLOBAL	40.00				X			317,437	0	65,358
(65) ALAN M BERUBE INTERIM VP AND DIRECTOR - METRO	40.00				X			300,800	0	36,090
(66) APRIL MCWILLIAMS VP & CHIEF HR OFFICER	40.00				X			285,511	0	47,877
(67) CAMILLE BUSETTE INTERIM VP & DIR., GOBAL	40.00				X			270,980	0	59,795
(68) JOSEPH ROONEY VP, EXECUTIVE AFFAIRS	40.00				X			224,087	0	68,557
(69) TAMARA L O'NEIL VP, CHIEF DEVEL. OFFC. START 4/11/22	40.00				X			225,521	0	31,770
(70) ANDREA L RISOTTO CHIEF COMMUNICATIONS OFFICER	40.00				X			220,989	0	36,205
(71) KERRY GRANNIS DEPUTY EXECUTIVE VP (THRU 1/23)	40.00				X			265,380	0	29,430
(72) WILLIAM GALE SR FLLW & DIR, TAX POLICY CENTER	40.00					X		506,525	0	71,729
(73) DAVID WESSEL SR FELLOW & DIR, HUTCHINS	40.00					X		333,722	0	65,956
(74) RICHARD G FRANK SENIOR FELLOW	40.00					X		312,174	0	38,100
(75) F MARK MURO SENIOR FELLOW, BROOKINGS METRO	40.00					X		291,167	0	71,463
(76) WENDY M EDELBURG SR FELLOW & DIR, HAMILTON PROJECT	40.00					X		287,278	0	54,830
(77) JOHN ALLEN FORMER PRESIDENT THRU 6/12/22	0.00						X	528,277	0	68,882
(78) JACQUELINE BASILE FMR VP & CHIEF HR OFF. THRU 4/1/22	0.00						X	102,935	0	0

1b Sub-Total			
c Total from continuation sheets to Part VII, Section A			
d Total (add lines 1b and 1c)	7,832,827	0	1,231,455

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 195

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

Section B. Independent Contractors

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

(A) Name and business address	(B) Description of services	(C) Compensation
ACCENTURE LLP PO BOX 70629 CHICAGO, IL 60673	CONSULTING	4,149,096
APFS LLC (ADDISON GROUP) 7076 SOLUTIONS CENTER CHICAGO, IL 60677	RECRUITER/STAFFING AGENCY	1,338,301
RESULTS FOR DEVELOPMENT INSTITUTE INC 1875 CONNECTICUT AVE NW 1210 WASHINGTON, DC 20009	CONSULTING	1,251,278
CITY SECURITY CONSULTANTS INC 2010 KENDALL STREET NE WASHINGTON, DC 20002	SECURITY GUARD SERVICES	631,877
WORKDAY INC PO BOX 886106 LOS ANGELES, CA 90088	IT SOFTWARE SOLUTIONS	617,736

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 35

Part VIII

Statement of Revenue

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

	(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
Contributions, Gifts, Grants, and Other	1a	Federated campaigns	1a	
Similar Amounts		Membership dues	1b	
		Fundraising events	1c	
		Related organizations	1d	
		Government grants (contributions)	1e	
		All other contributions, gifts, grants, and similar amounts not included above	1f	
		Noncash contributions included in lines 1a - 1f:\$	1g	
		h Total. Add lines 1a-1f		73,243,242

Program Service Revenue	2a	RESEARCH	Business Code				
			900099	919,916	919,916		
	b						
	c						
	d						
	e						
	f	All other program service revenue.					
	g	Total. Add lines 2a-2f.	919,916				

Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		4,479,561		234,914	4,244,647
	4	Income from investment of tax-exempt bond proceeds					
	5	Royalties					
	6a	Gross rents	(i) Real				
			(ii) Personal				
	6b	Less: rental expenses					
	6c	Rental income or (loss)					
	d	Net rental income or (loss)					
	7a	Gross amount from sales of assets other than inventory	(i) Securities				
			(ii) Other				
	7b	Less: cost or other basis and sales expenses		101,981,152	17,702		
	7c	Gain or (loss)		10,014,848	-17,702		
	d	Net gain or (loss)		9,997,146			9,997,146
	8a	Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18					
	8b	Less: direct expenses					
	c	Net income or (loss) from fundraising events					
	9a	Gross income from gaming activities. See Part IV, line 19					
	9b	Less: direct expenses					
	c	Net income or (loss) from gaming activities					
	10a	Gross sales of inventory, less returns and allowances		1,096,009			
	10b	Less: cost of goods sold		432,585			
	c	Net income or (loss) from sales of inventory		663,424	663,424		

Other	11a	OTHER INCOME	Business Code				
			900099	140,857			140,857
	b						
	c						
	d	All other revenue					
	e	Total. Add lines 11a-11d		140,857			
	12	Total revenue. See instructions		89,444,146	1,583,340	234,914	14,382,650

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	2,508,957	2,508,957		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	428,504	428,504		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16.	338,106	338,106		
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	5,715,584	2,128,795	3,084,270	502,519
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	49,739,236	37,634,105	10,460,074	1,645,057
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	4,892,360	3,507,981	1,194,915	189,464
9 Other employee benefits	5,231,413	4,159,576	845,325	226,512
10 Payroll taxes	3,556,331	2,550,004	868,602	137,725
11 Fees for services (non-employees):				
a Management				
b Legal	1,072,360	31,108	1,041,252	
c Accounting	373,938	20,020	353,918	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	1,014,818		1,014,818	
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	8,697,462	4,708,151	3,971,306	18,005
12 Advertising and promotion	91,787	75,676	5,695	10,416
13 Office expenses	61,337	25,507	27,982	7,848
14 Information technology	3,711,090	1,199,863	2,505,644	5,583
15 Royalties				
16 Occupancy	2,111,458	5,876,097	-3,764,639	
17 Travel	1,703,374	1,459,669	169,759	73,946
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	1,735,144	1,330,992	33,000	371,152
20 Interest	698,998		698,998	
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	1,899,791	523	1,899,268	
23 Insurance	424,523		424,523	
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 OTHER DIRECT COSTS	2,312,900	997,025	1,183,563	132,312
b PUBLISHING	495,207	460,744		34,463
c BOND COST AMORTIZATION	16,500		16,500	
d				
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e	98,831,178	69,441,403	26,034,773	3,355,002
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)		(B)	
				Beginning of year		End of year	
Assets	1	Cash—non-interest-bearing		741,706	1	14,384	
	2	Savings and temporary cash investments		94,655,995	2	61,451,115	
	3	Pledges and grants receivable, net		29,557,173	3	33,553,860	
	4	Accounts receivable, net		862,768	4	368,149	
	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			5		
	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)			6		
	7	Notes and loans receivable, net			7		
	8	Inventories for sale or use		10,043	8	8,469	
	9	Prepaid expenses and deferred charges		1,591,987	9	1,423,216	
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a	78,428,064			
	b	Less: accumulated depreciation	10b	50,325,994	26,176,250	10c	28,102,070
	11	Investments—publicly traded securities		137,063,700	11	158,468,849	
	12	Investments—other securities. See Part IV, line 11		237,347,135	12	249,268,342	
	13	Investments—program-related. See Part IV, line 11			13		
	14	Intangible assets			14		
	15	Other assets. See Part IV, line 11		992,421	15	4,986,929	
16	Total assets: Add lines 1 through 15 (must equal line 33)		528,999,178	16	537,645,383		
Liabilities	17	Accounts payable and accrued expenses		9,287,217	17	12,013,846	
	18	Grants payable			18		
	19	Deferred revenue		7,842,303	19	4,248,159	
	20	Tax-exempt bond liabilities		43,036,334	20	42,222,513	
	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			22		
	23	Secured mortgages and notes payable to unrelated third parties			23		
	24	Unsecured notes and loans payable to unrelated third parties			24		
	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		2,357,245	25	6,167,853	
	26	Total liabilities. Add lines 17 through 25		62,523,099	26	64,652,371	
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		241,366,010	27	244,677,737	
	28	Net assets with donor restrictions		225,110,069	28	228,315,275	
	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		466,476,079	32	472,993,012	
	33	Total liabilities and net assets/fund balances		528,999,178	33	537,645,383	

Part XI

Reconciliation of Net Assets

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

1	Total revenue (must equal Part VIII, column (A), line 12)	1	89,444,146
2	Total expenses (must equal Part IX, column (A), line 25)	2	98,831,178
3	Revenue less expenses. Subtract line 2 from line 1	3	-9,387,032
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	466,476,079
5	Net unrealized gains (losses) on investments	5	15,831,965
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	72,000
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (A))	10	472,993,012

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? 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		No
b Were the organization's financial statements audited by an independent accountant? If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: ☒ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis	Yes	
c If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.	Yes	
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?	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.	Yes	

Additional Data

Return to Form

Software ID:

Software Version:

Form 990, Special Condition Description:

Special Condition Description

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.") . .	78,430,045	63,041,977	47,454,001	70,762,210	73,243,242	332,931,475
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge..						
4 Total. Add lines 1 through 3	78,430,045	63,041,977	47,454,001	70,762,210	73,243,242	332,931,475
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) . .						21,353,157
6 Public support. Subtract line 5 from line 4.						311,578,318

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. .	78,430,045	63,041,977	47,454,001	70,762,210	73,243,242	332,931,475
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	5,024,382	4,246,681	2,345,253	3,373,405	4,244,647	19,234,368
9 Net income from unrelated business activities, whether or not the business is regularly carried on. .					12,018	12,018
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.). .	2,599,707	1,899,088	75,838	56,414	140,857	4,771,904
11 Total support. Add lines 7 through 10						356,949,765

12 Gross receipts from related activities, etc. (see instructions)

1281,020,000

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	87.290 %
15 Public support percentage for 2020 Schedule A, Part II, line 14	15	81.900 %

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

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?		
b	A family member of a person described on 11a above?		
c	A 35% controlled entity of a person described on line 11a or 11b above? <i>If "Yes" to 11a, 11b, or 11c, provide detail in Part VI.</i>		

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? <i>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.</i>		
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? <i>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.</i>		

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)? <i>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).</i>		

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?		
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? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
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? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		

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.		
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? <i>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.</i>	Yes	No
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? <i>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.</i>		
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? <i>If "Yes" or "No," provide details in Part VI.</i>	Yes	No
b	Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? <i>If "Yes," describe in Part VI. the role played by the organization in this regard.</i>		

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 (<i>explain in detail in Part VI</i>): | |
| 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 (<i>prior IRS approval required - provide details in Part VI</i>)	5		
6 Other distributions (<i>describe in Part VI</i>). 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 (<i>provide details in Part VI</i>). 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-- <i>explain in Part VI</i>). 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, <i>explain in Part VI</i> . See instructions.			
6 Remaining underdistributions for 2022. Subtract lines 3h and 4b from line 1. If the amount is greater than zero, <i>explain in Part VI</i> . 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, EXPLANATION OF OTHER INCOME:	CAFETERIA - 2018 AMOUNT: \$ 2,358,488. 2019 AMOUNT: \$ 1,621,213. OTHER INCOME - 2018 AMOUNT: \$ 241,219. 2019 AMOUNT: \$ 277,875. 2020 AMOUNT: \$ 75,838. 2021 AMOUNT: \$ 56,414. 2022 AMOUNT: \$ 140,857.

Additional Data

[Return to Form](#)

Software ID:

Software Version:

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 THE BROOKINGS INSTITUTION		Employer identification number 53-0196577

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 33¹/₃% 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).

Employer identification number
53-0196577

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.)
(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
THE BROOKINGS INSTITUTION

Employer identification number
53-0196577

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 THE BROOKINGS INSTITUTION	Employer identification number 53-0196577
---	--

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:

Software Version:

Name of the organization
THE BROOKINGS INSTITUTION

Employer identification number
53-0196577

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

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

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

☐ Yes ☐ No

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

☐ Yes ☐ No

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

1 Purpose(s) of conservation easements held by the organization (check all that apply).
☐ Preservation of land for public use (e.g., recreation or education) ☐ Preservation of an historically important land area
☐ Protection of natural habitat ☐ Preservation of a certified historic structure
☐ Preservation of open space

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

a Total number of conservation easements

b Total acreage restricted by conservation easements

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

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

	Held at the End of the Year
2a	
2b	
2c	
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 ▶ \$ 268,418

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under 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 ▶ \$ _____

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

Cat. No.
52283D

Schedule D (Form 990) 2021

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
d Additions during the year	1d
e Distributions during the year	1e
f Ending balance	1f
- 2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No
- b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII ☐

Part V Endowment Funds.

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

- | | (a) Current year | (b) Prior year | (c) Two years back | (d) Three years back | (e) Four years back |
|--|------------------|----------------|--------------------|----------------------|---------------------|
| 1a Beginning of year balance | 384,593,753 | 428,429,220 | 341,759,774 | 360,740,018 | 372,092,312 |
| b Contributions | 43,071,764 | 5,427,043 | 181,240 | 8,941,900 | 563,949 |
| c Net investment earnings, gains, and losses | 27,901,157 | -26,119,655 | 106,955,864 | -8,433,684 | 7,210,966 |
| d Grants or scholarships | | | | | |
| e Other expenditures for facilities and programs | 24,358,899 | 21,628,149 | 18,892,759 | 17,991,717 | 17,596,458 |
| f Administrative expenses | 1,663,115 | 1,514,706 | 1,574,899 | 1,496,743 | 1,530,751 |
| g End of year balance | 429,544,660 | 384,593,753 | 428,429,220 | 341,759,774 | 360,740,018 |
- 2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

a Board designated or quasi-endowment ▶ 63.950 %

b Permanent endowment ▶ 24.600 %

c Term endowment ▶ 11.450 %

The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

(i) Unrelated organizations

(ii) Related organizations

b If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R?
- | | Yes | No |
|--------|-----|----|
| 3a(i) | | No |
| 3a(ii) | | No |
| 3b | | |
- 4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		4,155,620		4,155,620
b Buildings		51,977,504	35,163,671	16,813,833
c Leasehold improvements				
d Equipment		15,119,414	11,169,510	3,949,904
e Other		7,175,526	3,992,813	3,182,713
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).) . . . ▶				28,102,070

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	249,268,342	F
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.)	249,268,342	

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	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col.(B) line 25.)	6,167,853

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	103,497,934
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	15,831,965
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	-1,829,425
e	Add lines 2a through 2d	2e	14,002,540
3	Subtract line 2e from line 1	3	89,495,394
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	399,039
b	Other (Describe in Part XIII.)	4b	-450,287
c	Add lines 4a and 4b	4c	-51,248
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5	89,444,146

Part XII

Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

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

1	Total expenses and losses per audited financial statements	1	97,053,001
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	450,287
e	Add lines 2a through 2d	2e	450,287
3	Subtract line 2e from line 1	3	96,602,714
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	399,039
b	Other (Describe in Part XIII.)	4b	1,829,425
c	Add lines 4a and 4b	4c	2,228,464
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5	98,831,178

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
PART III, LINE 4:	BROOKINGS PHOTOGRAPHY COLLECTION WAS DONATED TO ENHANCE THE FACILITIES WHERE BROOKINGS SCHOLARS WORK AND CONVENE PUBLIC POLICY AND EDUCATIONAL EVENTS. THE COLLECTION CONTRIBUTES TO AN ATMOSPHERE THAT PROMOTES ENGAGEMENT WITH STAKEHOLDERS THROUGH CONVERSATION AND INTERACTION.
PART V, LINE 4:	BROOKINGS CAREFULLY BALANCES ITS FUNDING TO RESPOND TO CURRENT POLICY ISSUES AS WELL AS UNDERTAKE LONG-TERM RESEARCH PROJECTS. AS NEW CHALLENGES EMERGE, THE ENDOWMENT IS USED TO MAKE NEW RESEARCH PROJECTS POSSIBLE, SUPPORTING CORE ADMINISTRATIVE COSTS, AS WELL AS SCHOLAR-DRIVEN RESEARCH.
PART X, LINE 2:	BROOKINGS IS EXEMPT FROM FEDERAL INCOME TAXES ON ITS EXEMPT ACTIVITIES UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE (THE CODE) AND HAS BEEN DESIGNATED BY THE IRS AS A PUBLICLY SUPPORTED ORGANIZATION UNDER SECTION 509(A)(1) OF THE CODE. BROOKINGS ENGAGES IN CERTAIN ACTIVITIES THAT PRODUCE UNRELATED BUSINESS INCOME, AS DEFINED BY FEDERAL INCOME TAX REGULATIONS. WHEN TAX RETURNS ARE FILED, IT IS HIGHLY CERTAIN THAT SOME POSITIONS TAKEN WOULD BE SUSTAINED UPON EXAMINATION BY THE TAXING AUTHORITIES, WHILE OTHERS ARE SUBJECT TO UNCERTAINTY ABOUT THE MERITS OF THE POSITION TAKEN OR THE AMOUNT OF THE POSITION THAT WOULD BE ULTIMATELY SUSTAINED. THE BENEFIT OF A TAX POSITION IS RECOGNIZED IN THE FINANCIAL STATEMENTS IN THE PERIOD DURING WHICH, BASED ON ALL AVAILABLE EVIDENCE, MANAGEMENT BELIEVES IT IS MORE LIKELY THAN NOT THAT THE POSITION WILL BE SUSTAINED UPON EXAMINATION, INCLUDING THE RESOLUTION OF APPEALS OR LITIGATION PROCESSES, IF ANY. TAX POSITIONS TAKEN ARE NOT OFFSET OR AGGREGATED WITH OTHER POSITIONS. TAX POSITIONS THAT MEET THE MORE LIKELY THAN NOT RECOGNITION THRESHOLD ARE MEASURED AS THE LARGEST AMOUNT OF TAX BENEFIT THAT IS MORE THAN 50% LIKELY OF BEING REALIZED UPON SETTLEMENT WITH THE APPLICABLE TAXING AUTHORITY. THE PORTION OF THE BENEFITS ASSOCIATED WITH TAX POSITIONS TAKEN THAT EXCEEDS THE AMOUNT MEASURED AS DESCRIBED ABOVE IS REFLECTED AS A LIABILITY FOR UNRECOGNIZED TAX BENEFITS IN THE ACCOMPANYING STATEMENT OF FINANCIAL POSITION, ALONG WITH ANY ASSOCIATED INTEREST AND PENALTIES THAT WOULD BE PAYABLE TO THE TAXING AUTHORITIES UPON EXAMINATION. BROOKINGS FILES INCOME TAX RETURNS IN THE U.S. FEDERAL JURISDICTION. AS OF JUNE 30, 2023, AND FOR THE YEAR THEN ENDED, THERE WERE NO MATERIAL UNRECOGNIZED/DERECOGNIZED TAX BENEFITS OR TAX PENALTIES OR INTEREST. GENERALLY, BROOKINGS IS NO LONGER SUBJECT TO U.S. FEDERAL INCOME TAX EXAMINATIONS BY TAX AUTHORITIES FOR THREE YEARS FROM THE FILING DATE.
PART XI, LINE 2D - OTHER ADJUSTMENTS:	OTHER EXPENSES RECLASS TO FUNCTIONAL EXPENSE -1,829,425.
PART XI, LINE 4B - OTHER ADJUSTMENTS:	COST OF GOODS SOLD REPORTED ON PART VIII, LINE 10B -432,585. LOSS ON DISPOSAL REPORTED ON PART VIII, LN 7C -17,702.
PART XII, LINE 2D - OTHER ADJUSTMENTS:	COST OF GOODS SOLD REPORTED ON PART VIII, LINE 10B 432,585. LOSS ON DISPOSAL REPORTED ON PART VIII, LN 7C 17,702.
PART XII, LINE 4B - OTHER ADJUSTMENTS:	OTHER EXPENSES RECLASS TO FUNCTIONAL EXPENSE 1,829,425.

Additional Data

[Return to Form](#)

Software ID:

Software Version:

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 or other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?

☒ Yes ☐ No

2

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

3

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

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region	(f) Total expenditures for and investments in the region
(1) EAST ASIA AND THE PACIFIC	0	0	INVESTMENTS		13,572,265
(2) CENTRAL AMERICA AND THE CARIBBEAN	0	0	INVESTMENTS		91,924,647
(3) EAST ASIA AND THE PACIFIC	0	0	PROGRAMMATIC ACTIVITIES	PUBLIC POLICY RESEARCH	136,464
(4) EUROPE (INCLUDING ICELAND & GREENLAND)	0	0	PROGRAMMATIC ACTIVITIES	PUBLIC POLICY RESEARCH	489,294
(5) MIDDLE EAST AND NORTH AFRICA	0	0	PROGRAMMATIC ACTIVITIES	PUBLIC POLICY RESEARCH	83,568
(6) MIDDLE EAST AND NORTH AFRICA	0	0	GRANTS TO ORGANIZATIONS LOCATED IN THE REGION		7,807
(7) NORTH AMERICA	0	0	PROGRAMMATIC ACTIVITIES	PUBLIC POLICY RESEARCH	75,794
(8) SOUTH AMERICA	0	0	PROGRAMMATIC ACTIVITIES	PUBLIC POLICY RESEARCH	155,737
(9) SOUTH ASIA	0	0	PROGRAMMATIC ACTIVITIES	PUBLIC POLICY RESEARCH	279,864
(10) SUB-SAHARAN AFRICA	0	0	PROGRAMMATIC ACTIVITIES	PUBLIC POLICY RESEARCH	398,758
(11) SUB-SAHARAN AFRICA	0	0	GRANTS TO RECIPIENTS LOCATED IN THE REGION		152,589
(12) RUSSIA AND NEIGHBORING STATES	0	0	PROGRAMMATIC ACTIVITIES	PUBLIC POLICY RESEARCH	8,463
(13) EAST ASIA AND THE PACIFIC	0	0	MANAGEMENT AND GENERAL	TRAVEL	2,033
(14) NORTH AMERICA	0	0	MANAGEMENT AND GENERAL	TRAVEL	621
(15) CENTRAL AMERICA AND THE CARIBBEAN	0	0	PROGRAMMATIC ACTIVITIES	PUBLIC POLICY RESEARCH	3,134
(16) SOUTH ASIA	0	0	GRANTS TO RECIPIENTS LOCATED IN THE REGION		81,910
(17) EUROPE (INCLUDING ICELAND & GREENLAND)	0	0	GRANTS TO RECIPIENTS LOCATED IN THE REGION		95,800
3a Sub-total	0	0			106,445,576
b Total from continuation sheets to Part I	0	0			1,023,172
c Totals (add lines 3a and 3b)	0	0			107,468,748

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

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of noncash assistance	(h) Description of noncash assistance	(i) Method of valuation (book, FMV, appraisal, other)
(1)			MIDDLE EAST AND NORTH AFRICA	RESEARCH COLLABORATION	7,807		0		
(2)			SUB-SAHARAN AFRICA	RESEARCH COLLABORATION	90,000		0		
(3)									
(4)									
(5)									
(6)									
(7)									
(8)									
(9)									
(10)									
(11)									
(12)									
(13)									
(14)									
(15)									
(16)									

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 2

3 Enter total number of other organizations or entities 0

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) FELLOWSHIP STIPENDS	SUB-SAHARAN AFRICA	2	39,883	WIRE/ACH			
(2) FELLOWSHIP STIPENDS	SOUTH ASIA	2	45,770	WIRE/ACH			
(3) FELLOWSHIP STIPENDS	EUROPE (INCLUDING ICELAND & GREENLAND)	1	95,800	WIRE/ACH			
(4) HOUSING ASSISTANCE	SUB-SAHARAN AFRICA	2	22,706	WIRE/ACH			
(5) HOUSING ASSISTANCE	SOUTH ASIA	2	36,140	WIRE/ACH			
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							
(13)							
(14)							
(15)							
(16)							
(17)							
(18)							

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

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.

[illegible]

Additional Data

Software ID:

Software Version:

Schedule I
(Form 990)

Department of the
Treasury
Internal Revenue Service

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

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

OMB No. 1545-0047

2022

Open to Public
Inspection

Name of the organization
THE BROOKINGS INSTITUTION

Employer identification number
53-0196577

Part I General Information on Grants and Assistance

- 1

Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?

☒ Yes ☐ No
- 2

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

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

(a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
(1) NEW YORK UNIVERSITY 105 EAST 17TH STREET 2ND FL NEW YORK,NY 10003	13-5562308	501(C)(3)	50,000	0			RESEARCH COLLABORATION
(2) THE URBAN INSTITUTE 500 LENFANT PLZ SW WASHINGTON,DC 20024	52-0880375	501(C)(3)	25,000	0			RESEARCH COLLABORATION
(3) WASHINGTON UNIVERSITY IN ST LOUIS PO BOX 60714 ST LOUIS,MO 63160	43-0653611	501(C)(3)	66,500	0			RESEARCH COLLABORATION
(4) GEORGE WASHINGTON UNIVERSITY ENTERPRISE HALL 44983 KNOLL SQUARE SUITE 265 ASHBURN,VA 20147	53-0196584	501(C)(3)	55,000	0			RESEARCH COLLABORATION
(5) UNIVERSITY OF CALIFORNIA SAN DIEGO 9500 GILMAN DRIVE LA JOLLA,CA 92093	95-6006144	501(C)(3)	85,000	0			RESEARCH COLLABORATION
(6) YOUNG LOVE FOUNDATION 2028 E BEN WHITE BLVD AUSTIN,TX 78741	36-4803179	501(C)(3)	21,541	0			RESEARCH COLLABORATION
(7) EMORY UNIVERSITY 1599 CLIFTON ROAD NE ATLANTA,GA 30322	58-0566256	501(C)(3)	25,500	0			RESEARCH COLLABORATION
(8) LAWFARE INSTITUTE 4401 BRANDYWINE STREET NW WASHINGTON,DC 20016	46-2967640	501(C)(3)	50,000	0			RESEARCH COLLABORATION
(9) RESULTS FOR DEVELOPMENT INSTITUTE INC 1111 19TH STREET NW SUITE 700 WASHINGTON,DC 20036	20-8530747	501(C)(3)	1,055,086	0			RESEARCH COLLABORATION
(10) UNIVERSITY OF MARYLAND COLLEGE PARK 4101 CHESAPEAKE BUILDING 4300 TERRAPIN TRAIL COLLEGE PARK,MD 20742	52-6002033	501(C)(3)	25,500	0			RESEARCH COLLABORATION
(11) CENTER FOR ECONOMIC INCLUSION 370 WABASHA STREET NORTH SUITE 900 ST PAUL,MN 55102	82-3563111	501(C)(3)	237,652	0			RESEARCH COLLABORATION
(12) CHILD TRENDS INC 7315 WISCONSIN AVE STE 1200W BETHESDA,MD 20814	13-2982969	501(C)(3)	15,000	0			RESEARCH COLLABORATION
(13) CITIES GPS LLC 6109 29TH ST NW WASHINGTON,DC 20015	17-7607014		65,000	0			RESEARCH COLLABORATION
(14) ECONOMIC ARCHITECTURE PO BOX 42219 WASHINGTON,DC 20015	92-2200014	501(C)(3)	150,000	0			RESEARCH COLLABORATION

(15) ENTERPRISE COMMUNITY PARTNERS INC 70 CORPORATE CENTER 11000 BROKEN LAND PARKWAY SUITE 700 COLUMBIA,MD 21044	52-1231931	501(C)(3)	62,500	0			RESEARCH COLLABORATION
(16) FIN BUSINESS LLC 402 RIPLEY CT PISCATAWAY,NJ 08854	46-1534919		138,700	0			RESEARCH COLLABORATION
(17) GALLUP INC 901 F ST NW STE 400 WASHINGTON,DC 20004	21-0699771		59,000	0			RESEARCH COLLABORATION
(18) GRANDMONT ROSEDALE DEVELOPMENT CORPORATION 19800 GRAND RIVER AVENUE DETROIT,MI 48223	38-2885952	501(C)(3)	25,000	0			RESEARCH COLLABORATION
(19) NEIGHBORHOOD PROGRESS INC 11327 SHAKER BLVD SUITE 500W CLEVELAND,OH 44104	34-1611055	501(C)(3)	25,000	0			RESEARCH COLLABORATION
(20) RM DONAHUE CONSULTING 1723 N OAKES ST TACOMA,WA 98406	20-1001796		20,850	0			RESEARCH COLLABORATION
(21) THE NEW SCHOOL 66 WEST 12TH STREET NEW YORK,NY 10011	13-3297197	501(C)(3)	93,750	0			RESEARCH COLLABORATION
(22) AMERICAN UNIVERSITY 4400 MASSACHUSETTS AVENUE NW WASHINGTON,DC 20016	53-0196549	501(C)(3)	102,378	0			RESEARCH COLLABORATION
(23) THE HOWARD UNIVERSITY 2244 10TH STREET ROOM 302 WASHINGTON,DC 20059	53-0204707	501(C)(3)	55,000	0			RESEARCH COLLABORATION

2

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

19

3

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

4

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) FELLOWSHIP STIPENDS	8	428,504			
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					
(7)					

Part IV

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

Return Reference	Explanation
PART I, LINE 2:	BROOKINGS DOES NOT GENERALLY ISSUE GRANTS TO OTHER ORGANIZATIONS, BUT AS A GRANT RECIPIENT, OCCASIONALLY ISSUES SUBGRANTS TO COLLABORATING INSTITUTIONS. SUBGRANTS ARE ISSUED PURSUANT TO WRITTEN AGREEMENTS SPECIFYING THE CHARITABLE PURPOSES FOR WHICH THE SUBGRANT IS MADE AND REQUIRING REGULAR REPORTING AND OTHER COMPLIANCE COVENANTS ON THE PART OF THE RECIPIENT. BROOKINGS ALSO ISSUES FELLOWSHIP STIPENDS AND/OR HONORARIA TO INDIVIDUALS, WHOSE WORK IS SUPERVISED BY A BROOKINGS COUNTERPART. THESE DISBURSEMENTS ARE ISSUED AND MONITORED THROUGH STANDARD FINANCIAL MANAGEMENT PROCESSES AND THE CORRESPONDING BROOKINGS ACTIVITIES ARE SUPERVISED BY BROOKINGS SCHOLARS.

Additional Data

Return to Form

Software ID:
Software Version:

Name of the organization
THE BROOKINGS INSTITUTION

Employer identification number
53-0196577

Part I Questions Regarding Compensation

	Yes	No
1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items. ☐ First-class or charter travel ☐ 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	
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	
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? b Participate in, or receive payment from, a supplemental nonqualified retirement plan? c Participate in, or receive payment from, an equity-based compensation arrangement? If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.	4a	No
	4b	No
	4c	No
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? b Any related organization? If "Yes," on line 5a or 5b, describe in Part III.	5a	No
	5b	No
6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of: a The organization? b Any related organization? If "Yes," on line 6a or 6b, describe in Part III.	6a	No
	6b	No
7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described in lines 5 and 6? If "Yes," describe in Part III	7	Yes
8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III	8	No
9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	9	

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				
1JOHN ALLEN FORMER PRESIDENT THRU 6/12/22	(i)	527,440	0	837	55,629	13,740	597,646	0
	(ii)	0	0	0	0	- 0	- 0	0
2WILLIAM GALE SR FLLW & DIR, TAX POLICY CENTER	(i)	473,635	31,900	990	36,600	36,104	579,229	0
	(ii)	0	0	0	0	- 0	- 0	0
3AMY LIU WITMER INTERIM PRESIDENT	(i)	497,095	18,600	345	57,100	832	573,972	0
	(ii)	0	0	0	0	- 0	- 0	0
4DARRELL M WEST VP & DIR. GOVERNANCE STUDIES	(i)	368,079	18,400	972	45,155	27,338	459,944	0
	(ii)	0	0	0	0	- 0	- 0	0
5CATHERINE A PIEZ CHIEF INVESTMENT OFFICER	(i)	372,327	6,000	645	36,600	27,022	442,594	0
	(ii)	0	0	0	0	- 0	- 0	0
6STEPHANIE R AARONSON VP & DIR OF ECON. STUDIES THRU 12/30	(i)	352,564	16,800	359	42,775	6,185	418,683	0
	(ii)	0	0	0	0	- 0	- 0	0
7DAVID WESSEL SR FELLOW & DIR, HUTCHINS	(i)	327,750	5,000	972	36,600	30,188	400,510	0
	(ii)	0	0	0	0	- 0	- 0	0
8SUZANNE MALONEY VP & DIR., FOREIGN POLICY	(i)	310,518	15,800	345	38,562	31,416	396,641	0
	(ii)	0	0	0	0	- 0	- 0	0
9ANKUR R BHATT CHIEF INFORMATION OFFICER	(i)	278,586	25,100	20,725	36,600	22,866	383,877	0
	(ii)	0	0	0	0	- 0	- 0	0
10BRAHIMA COULIBALY VP & DIRECTOR, GLOBAL	(i)	301,892	15,200	345	37,193	28,996	383,626	0
	(ii)	0	0	0	0	- 0	- 0	0
11F MARK MURO SENIOR FELLOW, BROOKINGS METRO	(i)	290,177	0	990	36,334	35,961	363,462	0
	(ii)	0	0	0	0	- 0	- 0	0
12RICHARD G FRANK SENIOR FELLOW	(i)	311,328	0	846	36,600	2,332	351,106	0
	(ii)	0	0	0	0	- 0	- 0	0
13WENDY M EDELBERG SR FELLOW & DIR, HAMILTON PROJECT	(i)	286,933	0	345	19,893	37,348	344,519	0
	(ii)	0	0	0	0	- 0	- 0	0
14ALAN M BERUBE INTERIM VP AND DIRECTOR - METRO	(i)	300,575	0	225	36,090	1,007	337,897	0
	(ii)	0	0	0	0	- 0	- 0	0
15APRIL MCWILLIAMS VP & CHIEF HR OFFICER	(i)	254,476	30,800	235	30,176	20,004	335,691	0
	(ii)	0	0	0	0	- 0	- 0	0
16CAMILLE BUSETTE INTERIM VP & DIR., GOBAL	(i)	269,990	0	990	33,730	26,897	331,607	0
	(ii)	0	0	0	0	- 0	- 0	0
17TED GAYER INTERIM PRESIDENT THRU 7/7/22	(i)	290,907	0	216	31,852	0	322,975	0
	(ii)	0	0	0	0	- 0	- 0	0
18KERRY GRANNIS DEPUTY EXECUTIVE VP (THRU 1/23)	(i)	243,330	21,900	150	29,430	0	294,810	0
	(ii)	0	0	0	0	- 0	- 0	0
19JOSEPH ROONEY VP, EXECUTIVE AFFAIRS	(i)	216,016	7,400	671	28,307	40,889	293,283	0
	(ii)	0	0	0	0	- 0	- 0	0
20JONATHAN D SCHWARTZ GENERAL COUNSEL START 7/5/22	(i)	218,313	50,000	454	0	16,390	285,157	0
	(ii)	0	0	0	0	- 0	- 0	0
21ANDREA L RISOTTO CHIEF COMMUNICATIONS OFFICER	(i)	200,839	20,000	150	24,550	13,013	258,552	0
	(ii)	0	0	0	0	- 0	- 0	0
22TAMARA L O'NEIL VP, CHIEF DEVEL. OFFC. START 4/11/22	(i)	210,415	15,000	106	10,250	22,323	258,094	0
	(ii)	0	0	0	0	- 0	- 0	0
23MITCHELL L WEIN SR VP OF FINANCE & COO START 7/6/22	(i)	212,732	0	103	0	13,040	225,875	0
	(ii)	0	0	0	0	- 0	- 0	0
24MICHAEL CAVADEL VP GEN COUNSEL/ASST SEC THRU 7/15/22	(i)	180,051	0	94	19,183	3,913	203,241	0
	(ii)	0	0	0	0	- 0	- 0	0
25JACQUELINE BASILE FMR VP & CHIEF HR OFF. THRU 4/1/22	(i)	102,564	0	371	0	0	102,935	0
	(ii)	0	0	0	0	- 0	- 0	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
PART I, LINE 7	AMOUNT PRESENTED IN SCHEDULE J, PART II, COLUMN B(II) REPRESENTS PERFORMANCE BONUSES.

Additional Data

Return to Form

Software ID:
Software Version:

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
THE BROOKINGS INSTITUTION

Employer identification number
53-0196577

Part I Bond Issues

(a) Issuer name	(b) Issuer EIN	(c) CUSIP #	(d) Date issued	(e) Issue price	(f) Description of purpose	(g) Defeased		(h) On behalf of issuer		(i) Pool financing	
						Yes	No	Yes	No	Yes	No
A DISTRICT OF COLUMBIA VARIABLE RATE REVENUE BONDS SERIES 2020	53-6001131		05-21-2020	44,952,570	MODIFICATION OF 2015 SERIES BOND		X		X		X

Part II Proceeds

					A	B	C	D
1	Amount of bonds retired				2,450,932			
2	Amount of bonds legally defeased							
3	Total proceeds of issue				44,952,570			
4	Gross proceeds in reserve funds							
5	Capitalized interest from proceeds							
6	Proceeds in refunding escrows							
7	Issuance costs from proceeds				330,000			
8	Credit enhancement from proceeds							
9	Working capital expenditures from proceeds							
10	Capital expenditures from proceeds							
11	Other spent proceeds				44,622,570			
12	Other unspent proceeds							
13	Year of substantial completion							
					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		
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			
16	Has the final allocation of proceeds been made?				X			
17	Does the organization maintain adequate books and records to support the final allocation of proceeds?				X			

Part III

Private Business Use

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
1	Was the organization a partner in a partnership, or a member of an LLC, which owned property financed by tax-exempt bonds?		X						
2	Are there any lease arrangements that may result in private business use of bond-financed property?		X						
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?								
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?								
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 %							
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 %							
6	Total of lines 4 and 5	0 %							
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. . .								
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							

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						
2	If "No" to line 1, did the following apply?								
a	Rebate not due yet?	X							
b	Exception to rebate?		X						
c	No rebate due?		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							

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				
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				
b	Name of provider							
c	Term of GIC							
d	Was the regulatory safe harbor for establishing the fair market value of the GIC satisfied?							
6	Were any gross proceeds invested beyond an available temporary period?			X				
7	Has the organization established written procedures to monitor the requirements of section 148? . . .		X					

Part V

Procedures To Undertake Corrective Action

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

Part VI

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

Return Reference	Explanation
------------------	-------------

Additional Data

Return to Form

Software ID:

Software Version:

Name of the organization
THE BROOKINGS INSTITUTION

Employer identification number
53-0196577

Part I

Types of Property

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art—Works of art				
2 Art—Historical treasures				
3 Art—Fractional interests				
4 Books and publications				
5 Clothing and household goods				
6 Cars and other vehicles				
7 Boats and planes				
8 Intellectual property				
9 Securities—Publicly traded	X	9	791,899	FMV
10 Securities—Closely held stock				
11 Securities—Partnership, LLC, or trust interests				
12 Securities—Miscellaneous				
13 Qualified conservation contribution—Historic structures				
14 Qualified conservation contribution—Other				
15 Real estate—Residential				
16 Real estate—Commercial				
17 Real estate—Other				
18 Collectibles				
19 Food inventory				
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other ► ()				
26 Other ► ()				
27 Other ► ()				
28 Other ► ()				

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

290

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

No

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.

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

Cat. No. 51227J

Schedule M (Form 990) (2022)

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
PART I, COLUMN (B):	THIS FIGURE REFLECTS THE NUMBER OF CONTRIBUTIONS.

Additional Data

[Return to Form](#)

Software ID:

Software Version:

Name of the organization

THE BROOKINGS INSTITUTION

Employer identification number

53-0196577

Return Reference	Explanation
FORM 990, PAGE 2, PART III, MISSION STATEMENT	THE BROOKINGS INSTITUTION (BROOKINGS) IS A NONPROFIT PUBLIC POLICY ORGANIZATION THAT CONDUCTS IN-DEPTH, INDEPENDENT RESEARCH THAT LEADS TO NEW IDEAS FOR SOLVING PROBLEMS FACING SOCIETY AT THE LOCAL, NATIONAL, AND GLOBAL LEVEL. HEADQUARTERED IN WASHINGTON, DC, BROOKINGS IS ORGANIZED INTO FIVE RESEARCH PROGRAMS THAT FOCUS ON DOMESTIC AND INTERNATIONAL ECONOMICS, FOREIGN POLICY, SUSTAINABLE DEVELOPMENT, GOVERNANCE, AND METROPOLITAN POLICY. BROOKINGS ACHIEVES IMPACT BY PROVIDING POLICY ANALYSIS AND RECOMMENDATIONS ON PRESSING POLICY CHALLENGES, WHICH ARE DISSEMINATED THROUGH REPORTS, BOOKS, MEDIA APPEARANCES, OP-EDS, BLOG POSTS, MEETINGS, EVENTS, CONGRESSIONAL TESTIMONY, AND BRIEFINGS.
FORM 990, PART VI, SECTION A, LINE 2	- BROOKINGS TRUSTEES CHERYL COHEN EFFRON AND ELLEN FUTTER - BUSINESS RELATIONSHIP (AMERICAN MUSEUM OF NATURAL HISTORY). - BROOKINGS TRUSTEES GLENN HUTCHINS AND BETH MOONEY - BUSINESS RELATIONSHIP (AT&T BOARD). - BROOKINGS TRUSTEES HELENE GAYLE AND DAVID WEINBERG - BUSINESS RELATIONSHIP (COCA-COLA BOARD). - BROOKINGS TRUSTEES BART FRIEDMAN AND LAURA KARET - BUSINESS RELATIONSHIP (GIANT EAGLE). - BROOKINGS TRUSTEES SUZANNE NORA JOHNSON AND JAMES SMITH - BUSINESS RELATIONSHIP (PFIZER BOARD)
FORM 990, PART VI, SECTION A, LINE 4	THE INSTITUTION'S BYLAWS WERE UPDATED TO CLARIFY BOARD COMMITTEE COMPOSITION AND RESPONSIBILITIES; UPDATE BOARD AND BOARD COMMITTEE QUORUM REQUIREMENTS; UPDATE BYLAW AMENDMENT REQUIREMENTS; UPDATE INDEMNIFICATION PROVISIONS; AND CLARIFY OFFICER PROVISIONS, AMONG OTHER THINGS.
FORM 990, PART VI, SECTION B, LINE 11B	THE BOARD OF TRUSTEES HAS APPOINTED THE AUDIT COMMITTEE OF THE BOARD AS THE RESPONSIBLE PARTY FOR REVIEWING THE FORM 990 AND 990-T EACH YEAR. THE 990 IS REVIEWED INTERNALLY BY THE SENIOR VICE PRESIDENT OF FINANCE AND CHIEF OPERATING OFFICER, THE CONTROLLER, THE GENERAL COUNSEL, AND OTHER MEMBERS OF THE SENIOR STAFF, ALONG WITH THE AUDIT COMMITTEE. ONCE THESE REVIEWS ARE COMPLETED AND THE DOCUMENT HAS BEEN APPROVED, IT IS SENT TO ALL VOTING MEMBERS OF THE BOARD OF TRUSTEES BEFORE IT IS FILED WITH THE INTERNAL REVENUE SERVICE.
FORM 990, PART VI, SECTION B, LINE 12C	EACH YEAR, BROOKINGS PERSONNEL ARE REQUIRED TO COMPLETE A DISCLOSURE AND ACKNOWLEDGMENT FORM RELATED TO THE INSTITUTION'S CONFLICT OF INTEREST POLICY. SPECIFICALLY, ALL EMPLOYEES AND RESIDENT AFFILIATES ARE REQUIRED TO: - ACKNOWLEDGE THAT THEY HAVE READ, UNDERSTOOD, AND ARE COMMITTED TO ABIDING BY THE INSTITUTION'S CONFLICT OF INTEREST POLICY AS WELL AS CERTAIN OTHER INSTITUTIONAL POLICIES; AND - MAKE CERTAIN DISCLOSURES ABOUT THEIR OUTSIDE ACTIVITIES AND FINANCES TO HELP IDENTIFY POTENTIAL CONFLICTS OF INTEREST. FORMS ARE SUBMITTED TO THE OFFICE OF THE GENERAL COUNSEL, WHICH REVIEWS THEM AND HAS DISCRETION TO MAKE RECOMMENDATIONS OR RAISE CONCERNS WITH RELEVANT INDIVIDUALS AS APPROPRIATE. THE BOARD OF TRUSTEES IS REQUIRED TO COMPLETE AN ANNUAL QUESTIONNAIRE AND AFFIRMATION THAT: - CONFIRMS THEIR RECEIPT, UNDERSTANDING, AND COMPLIANCE WITH THE INSTITUTION'S CONFLICT OF INTEREST POLICIES THAT RELATE TO BOARD MEMBERS AS WELL AS OTHER INSTITUTIONAL POLICIES; AND - DISCLOSES RELEVANT INFORMATION ABOUT THEIR FAMILY AND BUSINESS RELATIONSHIPS, TRANSACTIONS AND LOANS, AND OTHER RELEVANT RELATIONSHIPS WITH BROOKINGS. ISSUES INVOLVING CONFLICTS OF INTEREST ARE ORDINARILY RESOLVED BY THE GENERAL COUNSEL OR HIS/HER DESIGNEES, IN CONSULTATION WITH OTHER MEMBERS OF SENIOR MANAGEMENT, AS APPROPRIATE. POTENTIAL CONFLICTS OF INTEREST INVOLVING TRUSTEES ARE GENERALLY REFERRED TO THE BOARD CO-CHAIRS AND THE APPROPRIATE COMMITTEE LEADERSHIP (INCLUDING THE AUDIT COMMITTEE), ACCORDING TO APPLICABLE POLICIES. THE GENERAL COUNSEL REGULARLY CONFERS WITH THE CHAIR OF THE AUDIT COMMITTEE REGARDING THE INSTITUTION'S CONFLICT OF INTEREST POLICIES.
FORM 990, PART VI, SECTION B, LINE 15	THE INSTITUTION'S BYLAWS PROVIDE FOR A COMPENSATION COMMITTEE CONSISTING OF THE BOARD CHAIR (OR CO-CHAIRS), THE BOARD VICE CHAIR(S) AND NO FEWER THAN 3 OTHER TRUSTEES. THE COMPENSATION COMMITTEE HAS THE AUTHORITY TO SET THE SALARY OF THE PRESIDENT, THE CHIEF FINANCIAL OFFICER AND ANY OTHER EMPLOYEES THEY DEEM APPROPRIATE. IN SETTING THOSE SALARIES, THE COMMITTEE REVIEWS RELEVANT SALARY COMPARABILITY DATA AND SUBSEQUENTLY DOCUMENTS THE COMMITTEE'S DECISIONS AND RATIONALE UNDERLYING SUCH DECISIONS. THE COMMITTEE REGULARLY USES AN OUTSIDE CONSUTLANT TO ESTABLISH SALARY COMPARABLES AND TO DETERMINE THE REASONABLENESS OF THE COMPENSATION RECEIVED BY ALL DISQUALIFIED PERSONS.
FORM 990, PART VI, SECTION C, LINE 19	BROOKINGS MAKES THE RELEVANT DOCUMENTS AVAILABLE TO THE PUBLIC AS FOLLOWS: - BROOKINGS'S CONFLICT OF INTEREST POLICY, AS WELL AS SUMMARIES OF OTHER KEY POLICIES ARE AVAILABLE ON ITS WEBSITE; - BROOKINGS'S AUDITED FINANCIAL STATEMENTS ARE ALSO AVAILABLE ON ITS WEBSITE; AND - BROOKINGS'S WEBSITE PROVIDES A LINK TO GUIDESTAR.ORG TO PROVIDE THE FORM 990.
FORM 990, PART XI, LINE 9:	EFFECT OF ADOPTION PROVISIONS SFAS NO. 158 72,000.

Additional Data

[Return to Form](#)

Software ID:

Software Version: