# \*\* PUBLIC DISCLOSURE COPY \*\* Return of Organization Exempt From Income Tax

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

Department of the Treasury Internal Revenue Service

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



| Α                                       | For th                 | e 2022 calendar year, or tax year beginning and   | ending                           |                              |                               |  |  |
|---|------------------------|---|----------------------------------|------------------------------|-------------------------------|--|--|
| B                                       | Check if<br>pplicab    | e: C Name of organization   | D Employer identification number |                              |                               |  |  |
|   | Addre                  | ss THE ASPEN INSTITUTE, INC.  |                                  |                              |                               |  |  |
|   | Name                   |   |                                  | 84-0399006                   |                               |  |  |
|   | Initial<br>returr      | Number and street (or P.O. box if mail is not delivered to street address)  | Room/suite                       | E Telephone number           | r                             |  |  |
|   | Final<br>returr        | / · · · · _ · · _ · _ · _ · _ · _ / _ · · · ·   | 700                              | (202) 736-58                 | 00                            |  |  |
|   | termin<br>ated         | City or town, state or province, country, and ZIP or foreign postal code  |                                  | <b>G</b> Gross receipts \$   | 218,078,260.                  |  |  |
|   | Amer                   | WASHINGTON, DC 20037  |                                  | H(a) Is this a group re      |                               |  |  |
|   | Appli<br>tion<br>pendi | F Name and address of principal officer: DANTED R. FORTERFIELD  |                                  | for subordinates             |                               |  |  |
|   | -                      | SAME AS C ABOVE   |                                  | H(b) Are all subordinates in | Included? Yes No              |  |  |
|   |                        | empt status: X 501(c)(3) 501(c) ( ) (insert no.) 4947(a)(1) (   | or 527                           | 1                            | list. See instructions        |  |  |
| _                                       | Nebsi                  |   |                                  | H(c) Group exemptio          |                               |  |  |
|   |                        | rorganization: X Corporation Trust Association Other  | <b>L</b> Year                    | of formation: 1949           | A State of legal domicile: CO |  |  |
| F                                       | art I                  | Summary   |                                  |                              |                               |  |  |
| ė                                       | 1                      | Briefly describe the organization's mission or most significant activities: WE DRIV<br>DIALOGUE, LEADERSHIP, AND ACTION TO HELP SOLVE SOCIETY'S GRE |                                  | THROUGH                      |                               |  |  |
| Activities & Governance                 |                        |   |                                  | H                            |                               |  |  |
| ērn                                     | 2                      | Check this box if the organization discontinued its operations or dispose   |                                  |                              | sets.<br>65                   |  |  |
| 200                                     | 3                      |   |                                  |                              | 64                            |  |  |
| ~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~ | 4                      | Number of independent voting members of the governing body (Part VI, line 1b)   |                                  | 764                          |                               |  |  |
| ties                                    | 5                      | Total number of individuals employed in calendar year 2022 (Part V, line 2a)  |                                  |                              | 130                           |  |  |
| tivi                                    | 6                      | Total number of volunteers (estimate if necessary)  |                                  | 10,588,449.                  |                               |  |  |
| Ac                                      | /a                     |   |                                  |                              | 0.                            |  |  |
|   |                        |   |                                  | Prior Year                   | Current Year                  |  |  |
|   | 8                      | Contributions and grants (Part VIII, line 1h)   |                                  | 140,695,602.                 | 141,560,565.                  |  |  |
| ant                                     | 9                      | Program service revenue (Part VIII, line 2g)  |                                  | 28,586,934.                  | 51,436,477.                   |  |  |
| Revenue                                 | 10                     | Investment income (Part VIII, column (A), lines 3, 4, and 7d)   |                                  | 1,822,532.                   |                               |  |  |
| Å                                       | 11                     | Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)  |                                  | 141,618.                     | -67,644.                      |  |  |
|   | 12                     | Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)  |                                  | ,<br>171,246,686.            | 189,761,926.                  |  |  |
|   |                        | Grants and similar amounts paid (Part IX, column (A), lines 1-3)  |                                  | 18,858,005.                  | 25,386,898.                   |  |  |
|   | 14                     | Benefits paid to or for members (Part IX, column (A), line 4)   |                                  | 0.                           | 0.                            |  |  |
| ú                                       | 15                     | Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)   |                                  | 69,925,233.                  | 77,598,047.                   |  |  |
| Expenses                                | 16a                    | Professional fundraising fees (Part IX, column (A), line 11e)   |                                  | 0.                           | 0.                            |  |  |
| per                                     | b                      | Total fundraising expenses (Part IX, column (D), line 25) 4, 327, 1   |                                  |                              |                               |  |  |
| ш                                       | 17                     | Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)  |                                  | 54,990,527.                  | 89,950,360.                   |  |  |
|   |                        | Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)   |                                  | 143,773,765.                 | 192,935,305.                  |  |  |
|   | 19                     | Revenue less expenses. Subtract line 18 from line 12  |                                  | 27,472,921.                  | -3,173,379.                   |  |  |
| or                                      |                        |   |                                  | ginning of Current Year      | End of Year                   |  |  |
| Assets                                  | 20                     | Total assets (Part X, line 16)  |                                  | 465,514,933.                 | 475,882,871.                  |  |  |
| ASG                                     | 21                     | Total liabilities (Part X, line 26)   |                                  | 53,081,498.                  | 103,756,532.                  |  |  |
| Net                                     | 22                     | Net assets or fund balances. Subtract line 21 from line 20  |                                  | 412,433,435.                 | 372,126,339.                  |  |  |

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        | Signature of officer   | Date                  |   |                      |  |  |  |  |  |
|-------------|--|-----------------------|---|----------------------|--|--|--|--|--|
| -           | ANDREW AXELROD, EVP FOR FINANCE 🥢  |                       | October 13, 2023                              |                      |  |  |  |  |  |
|             | Type or print name and title   |                       |   |                      |  |  |  |  |  |
|             | Print/Type preparer's name   | Preparer's signature  | Date  | Check PTIN           |  |  |  |  |  |
| Paid        | AARON M. FOX   | AARON M. FOX          | 10/13/23 <sup>"</sup> self-employed P01365820 |                      |  |  |  |  |  |
| Preparer    | Firm's name MARCUM LLP   |                       | F   | irm's EIN 11-1986323 |  |  |  |  |  |
| Use Only    | Firm's address 1899 L STREET, NW, SUITE  | 850                   |   |                      |  |  |  |  |  |
|             | WASHINGTON, DC 20036 Phone no.(202) 227-   |                       |   |                      |  |  |  |  |  |
| May the II  | RS discuss this return with the preparer shown abo   | ove? See instructions |   | X Yes No             |  |  |  |  |  |
| 232001 12-1 | 232001 12-13-22 LHA For Paperwork Reduction Act Notice, see the separate instructions. Form 990 (2022) |                       |   |                      |  |  |  |  |  |

SEE SCHEDULE O FOR ORGANIZATION MISSION STATEMENT CONTINUATION

|    | 990 (2022) THE ASPEN INSTITUTE, INC.  | 84-039900      | 6 Page              |
|----|---|----------------|---------------------|
| Pa | rt III Statement of Program Service Accomplishments   |                |                     |
|    | Check if Schedule O contains a response or note to any line in this Part III  |                |                     |
|    | Briefly describe the organization's mission:<br>WE DRIVE CHANGE THROUGH DIALOGUE, LEADERSHIP, AND ACTION TO HELP SOLVE  |                |                     |
|    | SOCIETY'S GREATEST CHALLENGES.  |                |                     |
|    |   |                |                     |
|    | Did the organization undertake any significant program services during the year which were not listed on the  |                |                     |
|    | prior Form 990 or 990-EZ?   | [              | Yes X               |
|    | If "Yes," describe these new services on Schedule O.  | Г              | Yes X               |
|    | Did the organization cease conducting, or make significant changes in how it conducts, any program services?<br>If "Yes," describe these changes on Schedule O. | L              | Yes [_^ r           |
|    | Describe the organization's program service accomplishments for each of its three largest program services, as n  | neasured by ex | penses.             |
|    | Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others   |                |                     |
|    | revenue, if any, for each program service reported.           (Code:) (Expenses \$95,042,121. including grants of \$24,624,398. ) (Revenue)                     |                |                     |
| 1  | (Code:) (Expenses \$  | e\$            | 20,812,326          |
|    | IDENTIFY SOLUTIONS FOR PROBLEMS RANGING FROM ECONOMIC DISTRESS TO   |                |                     |
|    | EDUCATIONAL OPPORTUNITY, FROM CLIMATE CHANGE TO RACIAL DISPARITIES, IN  |                |                     |
|    | AN EFFORT TO INFLUENCE DECISION-MAKERS IN THE PUBLIC AND PRIVATE  |                |                     |
|    | SECTORS TO ADVANCE THE BEST AND MOST INSPIRED PROPOSALS. OUR POLICY   |                |                     |
|    | PROGRAMS RANGE IN SIZE FROM \$100,000 TO \$15 MILLION IN ANNUAL REVENUE   |                |                     |
|    | AND EAFENSES.   |                |                     |
|    |   |                |                     |
|    |   |                |                     |
|    |   |                |                     |
|    |   |                |                     |
| )  | (Code:) (Expenses \$19,361,690. including grants of \$) (Revenue  | e\$            | 110,218             |
|    | CAMPUS ACTIVITIES: IN ADDITION TO ITS HEADQUARTERS IN WASHINGTON, DC,<br>THE ASPEN INSTITUTE ALSO CONDUCTS MUCH OF ITS WORK ON ITS FOUNDING                     |                |                     |
|    | CAMPUS IN ASPEN, COLORADO, WHICH PROVIDES NATURAL BEAUTY AND QUIET  |                |                     |
|    | SURROUNDINGS THAT ENCOURAGE THOUGHTFUL REFLECTION THAT REFRESHES MIND,  |                |                     |
|    | BODY AND SPIRIT. ONE OF OUR PROGRAMS THAT USE THE CAMPUS IS OUR ASPEN   |                |                     |
|    | SEMINAR WHICH CHALLENGES INDIVIDUALS TO THINK MORE DEEPLY, LISTEN MORE  |                |                     |
|    | ATTENTIVELY, AND REFINE THEIR ABILITY TO LEAD IN AN INCREASINGLY  |                |                     |
|    | COMPLEX AND CONFLICTING WORLD. SEMINAR PARTICIPANTS ENGAGE IN   |                |                     |
|    | CHALLENGING CONVERSATIONS ABOUT ENDURING QUESTIONS OF ETHICAL AND   |                |                     |
|    | EFFECTIVE LEADERSHIP, GAINING A GREATER CAPACITY TO LEAD WITH COURAGE<br>AND CONVICTION.  |                |                     |
|    |   |                |                     |
| ;  | (Code:         ) (Expenses \$15,274,949.         including grants of \$) (Revenue   | e \$           | 15,946,382          |
|    | PUBLIC PROGRAMS: THE INSTITUTE'S PUBLIC PROGRAMS ARE DESIGNED TO FREELY   |                |                     |
|    | DISSEMINATE THE ORGANIZATION'S IDEAS AND TO PROVIDE THE PUBLIC WITH<br>OPPORTUNITIES TO CONVENE INCLUSIVELY AND ENGAGE IN THOUGHTFUL,                           |                |                     |
|    | NONPARTISAN DIALOGUE. OUR MAJOR EVENTS INCLUDE THE ASPEN IDEAS  |                |                     |
|    | FESTIVAL, SPOTLIGHT HEALTH, THE ASPEN SECURITY FORUM, CITY LAB AND  |                |                     |
|    | ASPEN WORDS. THESE AND OUR OTHER PUBLIC FORUMS ENGAGE OVER 15,000   |                |                     |
|    | MEMBERS OF THE GENERAL PUBLIC ANNUALLY.   |                |                     |
|    |   |                |                     |
|    |   |                |                     |
|    |   |                |                     |
| 1  | Other program services (Describe on Schedule O.)  |                |                     |
|    | (Expenses \$ 25,175,194. including grants of \$ 762,500.) (Revenue \$   | 4,340,741.     | )                   |
| د  | Total program service expenses 154,853,954.   |                |                     |
| -  |   |                | Form <b>990</b> (20 |

Form 990 (2022) THE ASPEN INSTITUTE, INC.
Part IV Checklist of Required Schedules

84-0399006 V.

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|       |  |     | 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   | X        |          |
| 2     | Is the organization required to complete Schedule B, Schedule of Contributors? See instructions  | 2   | X        |          |
| 3     | Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for  |     |          | 17       |
|       | public office? If "Yes," complete Schedule C, Part I   | 3   |          | <u>x</u> |
| 4     | Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect   |     | x        |          |
| -     | during the tax year? If "Yes," complete Schedule C, Part II  | 4   | ^        |          |
| 5     | Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or   | 5   |          | х        |
| 6     | similar amounts as defined in Rev. Proc. 98-19? If "Yes," complete Schedule C, Part III  | 5   |          |          |
| 0     | 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? <i>If</i> "Yes," <i>complete Schedule D. Part I</i> | 6   |          | х        |
| 7     | Did the organization receive or hold a conservation easement, including easements to preserve open space,  | 0   |          |          |
| '     | the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II   | 7   | x        |          |
| 8     | Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete   |     |          |          |
| Ū     | Schedule D, Part III   | 8   | x        |          |
| 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   |          | х        |
| 10    | Did the organization, directly or through a related organization, hold assets in donor-restricted endowments   |     |          |          |
|       | or in quasi endowments? If "Yes," complete Schedule D, Part V  | 10  | х        |          |
| 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.   |     |          |          |
| а     | Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D,  |     |          |          |
|       | Part VI  | 11a | Х        |          |
| 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 | X        |          |
| С     | 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 |          | X        |
| 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 | X<br>X   |          |
|       | Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X  | 11e | <u> </u> |          |
| f     | Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses  |     | x        |          |
| 10-   | the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If</i> "Yes," <i>complete Schedule D, Part X</i>   | 11f | л        |          |
| 128   |  | 12a | x        |          |
| h     | Schedule D, Parts XI and XII   | 120 |          |          |
| 5     | If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional  | 12b |          | х        |
| 13    | Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E  | 13  |          | х        |
|       | Did the organization maintain an office, employees, or agents outside of the United States?  | 14a |          | x        |
|       | 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 | х        |          |
| 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  | Х        |          |
| 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  | Х        |          |
| 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  |          | X        |
| 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  | X        |          |
| 19    | Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes,"   |     |          | v        |
| ~~    | complete Schedule G, Part III  | 19  |          | X<br>v   |
| 20a   | Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H  | 20a |          | X        |
|       | 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 12, if "Yea," complete Schodula L, Parte L, and II.   | 21  | x        |          |
| 32003 | domestic government on Part IX, column (A), line 1? <i>If</i> "Yes," <i>complete Schedule I, Parts I and II</i>  |     |          | 2022)    |
|       |  |     |          |          |

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| Form  | aan | (2022) |
|-------|-----|--------|
| FUIII | 990 | (2022) |

THE ASPEN INSTITUTE, INC.

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 Х 22 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 Х 23 Schedule J 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 Х 24a Schedule K. If "No," go to line 25a **b** Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? 24b Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease С any tax-exempt bonds? 24c d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? 24d 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 Х 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 Х Schedule I Part I 25b 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% х controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part II 26 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, 27 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 ...... Х 27 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 current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? If а х "Yes." complete Schedule L, Part IV 28a х b A family member of any individual described in line 28a? If "Yes," complete Schedule L, Part IV 28b c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? If x 28c "Yes," complete Schedule L, Part IV ..... х 29 29 Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M 30 Did the organization receive contributions of art, historical treasures, or other similar assets, or gualified conservation x contributions? If "Yes," complete Schedule M 30 Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I ..... Х 31 31 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete 32 х 32 Schedule N, Part II Did the organization own 100% of an entity disregarded as separate from the organization under Regulations 33 Х sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I 33 Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and 34 Х 34 Part V line 1 x 35a Did the organization have a controlled entity within the meaning of section 512(b)(13)? 35a 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 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? 36 х If "Yes," complete Schedule R, Part V, line 2 36 Did the organization conduct more than 5% of its activities through an entity that is not a related organization 37 and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI Х 37 38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? Х Note: All Form 990 filers are required to complete Schedule O 38 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 1138 **1a** Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable 1a 0 Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable h 1b Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming С Х (gambling) winnings to prize winners? **1**c Form 990 (2022) 232004 12-13-22

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84-0399006

| Form   | 990 (2022) THE ASPEN INSTITUTE, INC. 84-039900  | 6    | Р            | age <b>5</b> |  |  |  |  |
|--------|---|------|--------------|--------------|--|--|--|--|
| Par    | t V Statements Regarding Other IRS Filings and Tax Compliance (continued)   |      |              |              |  |  |  |  |
|        |   |      | Yes          | No           |  |  |  |  |
| 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 764  |      |              |              |  |  |  |  |
| b      | If at least one is reported on line 2a, did the organization file all required federal employment tax returns?                                  | 2b   | х            |              |  |  |  |  |
|        |   |      |              |              |  |  |  |  |
| b      | If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O                                     | 3b   | х            |              |  |  |  |  |
|        | 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   |              | X            |  |  |  |  |
| 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   |              | х            |  |  |  |  |
| b      | Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?                                | 5b   |              | х            |  |  |  |  |
| с      | If "Yes" to line 5a or 5b, did the organization file Form 8886-T?   | 5c   |              |              |  |  |  |  |
|        | 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   |              | х            |  |  |  |  |
| 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).   |      |              |              |  |  |  |  |
| а      | 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   | х            |              |  |  |  |  |
| b      | If "Yes," did the organization notify the donor of the value of the goods or services provided?   | 7b   | х            |              |  |  |  |  |
| с      | Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required                               |      |              |              |  |  |  |  |
|        | to file Form 8282?  | 7c   |              | x            |  |  |  |  |
| d      | If "Yes," indicate the number of Forms 8282 filed during the year 7d  |      |              |              |  |  |  |  |
| е      |   |      |              |              |  |  |  |  |
| f      | f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?                                  |      |              |              |  |  |  |  |
| g      | g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?              |      |              |              |  |  |  |  |
| h      | h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?            |      |              |              |  |  |  |  |
| 8      | 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.   |      |              |              |  |  |  |  |
| а      | 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:   |      |              |              |  |  |  |  |
| а      | 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:  |      |              |              |  |  |  |  |
| а      | Gross income from members or shareholders   |      |              |              |  |  |  |  |
| b      | Gross income from other sources. (Do not net amounts due or paid to other sources against   |      |              |              |  |  |  |  |
|        | amounts due or received from them.)   |      |              |              |  |  |  |  |
| 12a    | Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?                                      | 12a  |              |              |  |  |  |  |
| b      | If "Yes," enter the amount of tax-exempt interest received or accrued during the year 12b   |      |              |              |  |  |  |  |
| 13     | Section 501(c)(29) qualified nonprofit health insurance issuers.  |      |              |              |  |  |  |  |
| а      | 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  |      |              |              |  |  |  |  |
|        | Enter the amount of reserves on hand  |      |              |              |  |  |  |  |
|        | Did the organization receive any payments for indoor tanning services during the tax year?  | 14a  |              | X            |  |  |  |  |
| b      | If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O                                       | 14b  |              | <b> </b>     |  |  |  |  |
| 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   |              | X            |  |  |  |  |
|        | If "Yes," see the instructions and file Form 4720, Schedule N.  |      |              |              |  |  |  |  |
| 16     | Is the organization an educational institution subject to the section 4968 excise tax on net investment income?                                 | 16   |              | X            |  |  |  |  |
|        | If "Yes," complete Form 4720, Schedule O.   |      |              |              |  |  |  |  |
| 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?  | 17   |              |              |  |  |  |  |
|        | If "Yes," complete Form 6069.   |      |              |              |  |  |  |  |
| 232005 | 12-13-22  | Form | 1 <b>990</b> | (2022)       |  |  |  |  |

|                            | rt VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a   | a "INO" I      | espor  | ise |
|----------------------------|--|----------------|--------|-----|
|                            | to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.   |                |        |     |
| 0                          | Check if Schedule O contains a response or note to any line in this Part VI  | <u></u>        |        | X   |
| Sec                        | tion A. Governing Body and Management  |                |        |     |
|                            |  |                | Yes    | Nc  |
| та                         | Enter the number of voting members of the governing body at the end of the tax year <b>1a</b> 65   | -              |        |     |
|                            | 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 on Schedule O.  |                |        |     |
| b                          | Enter the number of voting members included on line 1a, above, who are independent 1b 64   | <u>+</u>       |        |     |
| 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              |        | X   |
| 3                          | Did the organization delegate control over management duties customarily performed by or under the direct supervision  |                |        |     |
|                            | of officers, directors, trustees, or key employees to a management company or other person?  | 3              |        | X   |
| 4                          | Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?   | 4              |        | X   |
| 5                          | Did the organization become aware during the year of a significant diversion of the organization's assets?   | 5              |        | X   |
| 6                          | Did the organization have members or stockholders?   | 6              |        | X   |
| 7a                         |  |                |        |     |
|                            | more members of the governing body?  | 7a             |        | X   |
| 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             |        | x   |
| 8                          | Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:  |                |        |     |
| а                          |  | 8a             | х      |     |
| b                          | Each committee with authority to act on behalf of the governing body?  | 8b             | х      |     |
| 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 on Schedule O  | 9              |        | x   |
| Sec                        | tion 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            |        | X   |
|                            | 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            |        |     |
| 112                        | Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?  | 11a            | х      |     |
|                            | Describe on Schedule O the process, if any, used by the organization to review this Form 990.  | 114            |        |     |
|                            | Did the organization have a written conflict of interest policy? If "No," go to line 13  | 12a            | х      |     |
|                            | Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?  | 12a            | x      |     |
|                            |  | 120            |        |     |
| C                          | Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe   | 100            | x      |     |
| 40                         | on Schedule O how this was done  | 12c            | x      |     |
| 13                         | Did the organization have a written whistleblower policy?  | 13             | x      |     |
| 14                         | Did the organization have a written document retention and destruction policy?   | 14             | А      |     |
| 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?  |                | v      |     |
|                            | The organization's CEO, Executive Director, or top management official   | 15a            | X      |     |
| b                          | ,  | 15b            | X      |     |
|                            | 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  |                |        | X   |
|                            | taxable entity during the year?  | 16a            |        |     |
|                            | taxable entity during the year?<br>If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation  | 16a            |        |     |
|                            | taxable entity during the year?<br>If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation<br>in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's  | <u>16a</u>     |        |     |
| b                          | taxable entity during the year?<br>If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation<br>in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's<br>exempt status with respect to such arrangements?  | 16a<br>16b     |        |     |
| b                          | taxable entity during the year?<br>If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation<br>in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's<br>exempt status with respect to such arrangements?<br><b>tion C. Disclosure</b>   |                |        |     |
| b<br>Sec                   | taxable entity during the year?<br>If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation<br>in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's<br>exempt status with respect to such arrangements?<br><b>Stion C. Disclosure</b><br>List the states with which a copy of this Form 990 is required to be filed <u>AL,AK,AZ,AR,CA,CO,CT,FL,GA,IL,KS,KY</u>   | 16b            |        |     |
| b<br>Sec                   | taxable entity during the year?<br>If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation<br>in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's<br>exempt status with respect to such arrangements?<br><b>tion C. Disclosure</b>   | 16b            | availa | ble |
| b<br>Sec<br>17             | taxable entity during the year?<br>If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation<br>in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's<br>exempt status with respect to such arrangements?<br><b>Extion C. Disclosure</b><br>List the states with which a copy of this Form 990 is required to be filed <u>AL, AK, AZ, AR, CA, CO, CT, FL, GA, IL, KS, KY</u><br>Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3):<br>for public inspection. Indicate how you made these available. Check all that apply.  | 16b            | availa | ble |
| b<br>Sec<br>17             | taxable entity during the year?<br>If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation<br>in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's<br>exempt status with respect to such arrangements?<br>exempt states with which a copy of this Form 990 is required to be filed <u>AL,AK,AZ,AR,CA,CO,CT,FL,GA,IL,KS,KY</u><br>Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3):   | 16b            | availa | ble |
| b<br>Sec<br>17<br>18       | taxable entity during the year?<br>If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation<br>in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's<br>exempt status with respect to such arrangements?<br><b>Extion C. Disclosure</b><br>List the states with which a copy of this Form 990 is required to be filed <u>AL, AK, AZ, AR, CA, CO, CT, FL, GA, IL, KS, KY</u><br>Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3):<br>for public inspection. Indicate how you made these available. Check all that apply.  | 16b<br>s only) |        | ble |
| b<br>Sec<br>17             | taxable entity during the year?         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?         settion C. Disclosure         List the states with which a copy of this Form 990 is required to be filed _AL, AK, AZ, AR, CA, CO, CT, FL, GA, IL, KS, KY         Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3): for public inspection. Indicate how you made these available. Check all that apply.         X       Own website Another's website Upon request Other (explain on Schedule O)  | 16b<br>s only) |        | ble |
| b<br>Sec<br>17<br>18       | taxable entity during the year?         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?         tion C. Disclosure         List the states with which a copy of this Form 990 is required to be filedAL, AK, AZ, AR, CA, CO, CT, FL, GA, IL, KS, KY         Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3): for public inspection. Indicate how you made these available. Check all that apply.         X       Own website Another's website Upon request Other (explain on Schedule O)         Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and   | 16b<br>s only) |        | ble |
| b<br>Sec<br>17<br>18<br>19 | taxable entity during the year?         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?         tion C. Disclosure         List the states with which a copy of this Form 990 is required to be filedAL, AK, AZ, AR, CA, CO, CT, FL, GA, IL, KS, KY         Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3): for public inspection. Indicate how you made these available. Check all that apply.         X       Own website Another's website Upon request Other (explain on Schedule O)         Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and statements available to the public during the tax year.   | 16b<br>s only) |        | ble |
| b<br>Sec<br>17<br>18<br>19 | taxable entity during the year?         If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation<br>in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's<br>exempt status with respect to such arrangements?         etion C. Disclosure         List the states with which a copy of this Form 990 is required to be filedAL,AK,AZ,AR,CA,CO,CT,FL,GA,IL,KS,KY         Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3):<br>for public inspection. Indicate how you made these available. Check all that apply.         X       Own website Another's website Upon request Other (explain on Schedule O)<br>Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and<br>statements available to the public during the tax year.         State the name, address, and telephone number of the person who possesses the organization's books and records | 16b<br>s only) |        | ble |

| Form 990 (2   |   | 84-0399006 | Page 1 |  |  |  |  |  |
|---|---|------------|--------|--|--|--|--|--|
| 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 |            |        |  |  |  |  |  |
| <b>1a</b> 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. |   |            |        |  |  |  |  |  |

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, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.

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

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)                                | (B)                    | (C)                                 |                       |         |              |                                 | (D)    | (E)             | (F)             |                              |
|------------------------------------|------------------------|-------------------------------------|-----------------------|---------|--------------|---------------------------------|--------|-----------------|-----------------|------------------------------|
| Name and title                     | Average                | (do                                 |                       | Pos     | itior        |                                 | ane    | Reportable      | Reportable      | Estimated                    |
|                                    | hours per              | (do not check m<br>box, unless pers |                       |         | rson i       | s both                          | n an   | compensation    | compensation    | amount of                    |
|                                    | week                   |                                     | cer ar<br>I           | id a d  | irecto       | or/trus                         | tee)   | from            | from related    | other                        |
|                                    | (list any              | rector                              |                       |         |              |                                 |        | the             | organizations   | compensation                 |
|                                    | hours for              | or di                               | e                     |         |              | ated                            |        | organization    | (W-2/1099-MISC/ | from the                     |
|                                    | related                | ustee                               | trust                 |         | e            | bens                            |        | (W-2/1099-MISC/ | 1099-NEC)       | organization                 |
|                                    | organizations<br>below | ual tr                              | tional                |         | n ploye      | t com                           |        | 1099-NEC)       |                 | and related<br>organizations |
|                                    | line)                  | Individual trustee or director      | Institutional trustee | Officer | Key employee | Highest compensated<br>employee | Former |                 |                 | organizations                |
| (1) DANIEL PORTERFIELD             | 40.00                  |                                     | -                     |         | -            | 1                               |        |                 |                 |                              |
| PRESIDENT & CEO                    |                        | x                                   |                       | х       |              |                                 |        | 846,440.        | 0.              | 57,720.                      |
| (2) ELLIOT GERSON                  | 40.00                  |                                     |                       |         |              |                                 |        |                 |                 |                              |
| EXECUTIVE VP                       |                        |                                     |                       | х       |              |                                 |        | 545,243.        | 0.              | 60,654.                      |
| (3) DAVID LANGSTAFF                | 40.00                  |                                     |                       |         |              |                                 |        |                 |                 |                              |
| EXEC VICE PRESIDENT                |                        |                                     |                       | х       |              |                                 |        | 490,660.        | 0.              | 51,504.                      |
| (4) NAMITA KHASAT                  | 40.00                  |                                     |                       |         |              |                                 |        |                 |                 |                              |
| CFO/CAO/TREASURER - UNTIL 06/2022  |                        |                                     |                       | х       |              |                                 |        | 486,422.        | 0.              | 30,327.                      |
| (5) CYNTHIA MCKEE                  | 40.00                  |                                     |                       |         |              |                                 |        |                 |                 |                              |
| EVP INSTITUTIONAL ADVANCEMENT      |                        |                                     |                       |         |              | X                               |        | 428,564.        | 0.              | 12,052.                      |
| (6) STEPHEN PATRICK                | 40.00                  |                                     |                       |         |              |                                 |        |                 |                 |                              |
| EXECUTIVE DIRECTOR                 |                        |                                     |                       |         |              | X                               |        | 355,509.        | 0.              | 66,870.                      |
| (7) ANN MOSLE                      | 40.00                  |                                     |                       |         |              |                                 |        |                 |                 |                              |
| VP, EXECUTIVE DIRECTOR             |                        |                                     |                       |         |              | X                               |        | 352,297.        | 0.              | 66,870.                      |
| (8) VIVIAN SCHILLER                | 40.00                  |                                     |                       |         |              |                                 |        |                 |                 |                              |
| EXECUTIVE DIRECTOR                 |                        |                                     |                       |         |              | X                               |        | 367,026.        | 0.              | 45,404.                      |
| (9) ERIKA MALLIN                   | 40.00                  |                                     |                       |         |              |                                 |        |                 |                 |                              |
| EXECUTIVE DIRECTOR                 |                        |                                     |                       |         |              | x                               |        | 352,522.        | 0.              | 31,630.                      |
| (10) MARIA ACEBAL                  | 40.00                  |                                     |                       |         |              |                                 |        |                 |                 |                              |
| VP STRATEGIC DEV CORP SECRETARY    |                        |                                     |                       | Х       |              |                                 |        | 315,896.        | 0.              | 30,115.                      |
| (11) ANDREW AXELROD, EVP FINANCE & | 40.00                  |                                     |                       |         |              |                                 |        |                 |                 |                              |
| EBD, TREASURER - AS OF 09/2022     |                        |                                     |                       | Х       |              |                                 |        | 103,929.        | 0.              | 1,280.                       |
| (12) JAMES SCHINE CROWN            | 1.00                   |                                     |                       |         |              |                                 |        |                 |                 |                              |
| CHAIRMAN - UNTIL 08/2022           |                        | Х                                   |                       | Х       |              |                                 |        | 0.              | 0.              | 0.                           |
| (13) MARGOT L. PRITZKER            | 1.00                   |                                     |                       |         |              |                                 |        |                 |                 |                              |
| CHAIR - AS OF 08/2022              |                        | Х                                   |                       | Х       |              |                                 |        | 0.              | 0.              | 0.                           |
| (14) KATHARINE ALBRIGHT            | 1.00                   |                                     |                       |         |              |                                 |        |                 |                 |                              |
| TRUSTEE                            |                        | Х                                   |                       |         |              |                                 |        | 0.              | 0.              | 0.                           |
| (15) JEFFREY S. ARONIN             | 1.00                   |                                     |                       |         |              |                                 |        |                 |                 |                              |
| TRUSTEE                            |                        | Х                                   |                       |         |              |                                 |        | 0.              | 0.              | 0.                           |
| (16) DONNA BARKSDALE               | 1.00                   |                                     |                       |         |              |                                 |        |                 |                 |                              |
| TRUSTEE                            |                        | х                                   |                       |         |              |                                 |        | ٥.              | 0.              | 0.                           |
| (17) MERCEDES BASS                 | 1.00                   |                                     |                       |         |              |                                 |        |                 |                 |                              |
| TRUSTEE                            |                        | Х                                   |                       |         |              |                                 |        | ٥.              | ٥.              | 0.                           |
| 232007 12-13-22                    |                        |                                     |                       |         |              |                                 |        |                 |                 | Form <b>990</b> (2022)       |

232007 12-13-22

Form 990 (2022)

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| Part VII Section A. Officers, Directors, Trus  |  | oloy                          | ees,                 |             |              | ghes                            | t C    |                                 |                          |          |                 |      |
|--|--|-------------------------------|----------------------|-------------|--------------|---------------------------------|--------|---------------------------------|--------------------------|----------|-----------------|------|
| (A)  | (B)  |                               |                      | •           | C)<br>ition  |                                 |        | (D)                             | (E)                      |          | (F)             |      |
| Name and title   | Average         Position           hours per         (do not check more than one box, unless person is both an |                               |                      |             |              |                                 |        |                                 | Reportable               |          | stimate         |      |
|  | week   |                               |                      |             |              | is both<br>pr/trus              |        | · ·                             | mpensation<br>om related | a        | mount.<br>other |      |
|  | (list any  | tor                           |                      |             |              |                                 |        |                                 | ganizations              | cor      | npensa          |      |
|  | hours for  | r direc                       |                      |             |              | ed                              |        |                                 | 2/1099-MISC/             |          | from th         |      |
|  | related  | stee o                        | rustee               |             |              | ensat                           |        |                                 | 099-NEC)                 |          | ganizat         |      |
|  | organizations<br>below   | al tru:                       | onal t               |             | loyee        | e com                           |        | 1099-NEC)                       |                          |          | nd relat        |      |
|  | line)  | ndividual trustee or director | nstitutional trustee | Officer     | Key employee | Highest compensated<br>employee | Former |                                 |                          | org      | ganizati        | ons  |
| (18) MIGUEL (MIKE) BEZOS   | 1.00   |                               |                      | 0           | $\times$     | Ξæ                              | ц      |                                 |                          |          |                 |      |
| TRUSTEE  |  | х                             |                      |             |              |                                 |        | 0.                              | 0.                       |          |                 | Ο.   |
| (19) LAWRENCE BOBO   | 1.00   |                               |                      |             |              |                                 |        |                                 |                          |          |                 |      |
| TRUSTEE  |  | х                             |                      |             |              |                                 |        | 0.                              | 0.                       |          |                 | 0.   |
| (20) RICHARD BRADDOCK  | 1.00   |                               |                      |             |              |                                 |        |                                 |                          |          |                 |      |
| TRUSTEE  |  | х                             |                      |             |              |                                 |        | 0.                              | 0.                       |          |                 | 0.   |
| (21) BETH BROOKE   | 1.00   |                               |                      |             |              |                                 |        |                                 |                          |          |                 |      |
| TRUSTEE  |  | х                             |                      |             |              |                                 |        | 0.                              | 0.                       |          |                 | 0.   |
| (22) WILLIAM BYNUM   | 1.00   |                               |                      |             |              |                                 |        |                                 |                          |          |                 |      |
| TRUSTEE  | 1 00   | х                             |                      |             |              | -                               |        | 0.                              | 0.                       |          |                 | 0.   |
| (23) STEPHEN L. CARTER<br>TRUSTEE  | 1.00   | x                             |                      |             |              |                                 |        | 0.                              | 0.                       |          |                 | 0.   |
| (24) TROY CARTER   | 1.00   | ^                             |                      |             | <u> </u>     | -                               |        | 0.                              | 0.                       |          |                 |      |
| TRUSTEE  | 1.00   | x                             |                      |             |              |                                 |        | 0.                              | 0.                       |          |                 | 0.   |
| (25) CESAR R. CONDE  | 1.00   |                               |                      |             |              |                                 |        |                                 | ••                       |          |                 |      |
| TRUSTEE  |  | x                             |                      |             |              |                                 |        | 0.                              | 0.                       |          |                 | 0.   |
| (26) PHYLLIS COULTER   | 1.00   |                               |                      |             |              |                                 |        |                                 |                          |          |                 |      |
| TRUSTEE  |  | х                             |                      |             |              |                                 |        | 0.                              | 0.                       |          |                 | Ο.   |
| 1b Subtotal  | •  |                               |                      |             |              |                                 |        | 4,644,508.                      | 0.                       |          | 454,            | 426. |
| c Total from continuation sheets to Part V   | II, Section A  |                               |                      |             |              |                                 |        | 0.                              | 0.                       |          |                 | ٥.   |
| d Total (add lines 1b and 1c)  |  |                               |                      |             |              |                                 |        | 4,644,508.                      | 0.                       |          | 454,            | 426. |
| 2 Total number of individuals (including but r   | not limited to th  | ose                           | liste                | d ab        | oove         | e) wh                           | o re   | eceived more than \$100,000 of  | reportable               |          |                 |      |
| compensation from the organization   |  |                               |                      |             |              |                                 |        |                                 |                          |          |                 | 231  |
|  |  |                               |                      |             |              |                                 |        |                                 |                          |          | Yes             | No   |
| <b>3</b> Did the organization list any <b>former</b> officer                                 |  |                               |                      | •           | -            |                                 | Ŭ      |                                 | n                        |          |                 |      |
| line 1a? If "Yes," complete Schedule J for s   |  |                               |                      |             |              |                                 |        |                                 |                          | 3        |                 | X    |
| 4 For any individual listed on line 1a, is the s   |  |                               |                      |             |              |                                 |        |                                 |                          |          | x               |      |
| and related organizations greater than \$15  |  |                               |                      |             |              |                                 |        |                                 |                          | 4        | ~               |      |
| 5 Did any person listed on line 1a receive or<br>rendered to the organization? If "Yes." con |  |                               |                      |             |              |                                 |        | 0                               | Services                 | 5        |                 | x    |
| Section B. Independent Contractors   | npiele Schedule  | <u> </u>                      | <u>or s</u> t        | <u>ICH </u> | oers         | :011 .                          |        |                                 |                          | <u> </u> |                 |      |
| 1 Complete this table for your five highest co   | mpensated inc  | lepe                          | nder                 | nt co       | ontra        | actor                           | rs th  | nat received more than \$100,00 | 0 of compensa            | tion fi  | rom             |      |
| the organization. Report compensation for  | the calendar ye  | ear e                         | endir                | ng w        | ith c        | or wi                           | thin   | the organization's tax year.    |                          |          |                 |      |
| (A)  |  |                               |                      |             |              |                                 |        | (B)                             |                          |          | <b>C</b> )      |      |
| Name and business address         Description of services                                    |  |                               |                      |             |              | s (                             | compe  | ensatio                         | n                        |          |                 |      |
| MOLINE CONSTRUCTION MANAGEMENT   |  |                               |                      |             |              |                                 |        |                                 |                          |          |                 |      |
| 1312 W EXCHANGE PARKWAY, ALLEN, TX 75013 CONSTRUCTION SERVICES                               |  |                               |                      |             |              | 5                               | 5,289, | 434.                            |                          |          |                 |      |
| TENANT IMPROVEMENT SPECIALISTS   |  |                               |                      |             |              |                                 | 460    |                                 |                          |          |                 |      |
| 713 EAST 23RD STREET, CARSON, CA 90745 CONSTRUCTION SERVICES                                 |  |                               |                      |             |              | 100700                          | 1      | .,469,                          | 762.                     |          |                 |      |
| AIGSA NPC, 167 FOREST DRIVE, LONE HILL, SERVICES FOR EXPANDING 2                             |  |                               |                      |             |              | ACCESS                          | 1      | 404                             | 206                      |          |                 |      |
| JOHANNESBURG, SOUTH AFRICA 2191<br>SIX PRODUCTIONS, LLC                                      |  |                               |                      |             |              |                                 | _      | TO HEALTHC                      |                          | 1        | .,404,          | 290. |
| 2100 DOLORES WAY, CARBONDALE, CO 81623 AUDIOVISUAL SERVICES 1,340,439.                       |  |                               |                      |             |              | 439                             |        |                                 |                          |          |                 |      |
| BRAIN SOURCE INTERNATIONAL, 42-44  |  |                               |                      |             |              |                                 | -      |                                 |                          | 1        | , , , , , ,     |      |
| BISHOPSGATE, LONDON, UNITED KINGDOM  | EC2N   |                               |                      |             |              |                                 |        | STAFFING & PAYROLL SERV         | ICES                     | 1        | .,212,          | 343. |
| 2 Total number of independent contractors (  |  | ot lir                        | nited                | d to        | thos         | se lis                          |        |                                 |                          |          | . ,             |      |
| \$100,000 of compensation from the organ   | •  |                               |                      |             | 2:           |                                 |        | ,                               |                          |          |                 |      |

SEE PART VII, SECTION A CONTINUATION SHEETS

Form **990** (2022)

232008 12-13-22

| Form 9 | 990 |  |
|--------|-----|--|
|        |     |  |

| Form 990 THE ASPEN                       | 1                 |                                |                       |         |              |                                 |        |                     | 84-03990                      |                       |  |
|--|-------------------|--------------------------------|-----------------------|---------|--------------|---------------------------------|--------|---------------------|-------------------------------|-----------------------|--|
| Part VII Section A. Officers, Directors, | Trustees, Key Er  | nplo                           | yee                   | s, ar   | nd H         | lighe                           | est (  | Compensated Employe | ees (continued)               |                       |  |
| (A)                                      | (B)               |                                |                       |         | C)           |                                 |        | (D)                 | (E)                           | (F)                   |  |
| Name and title                           | Average           |                                |                       |         | ition        |                                 |        | Reportable          | Reportable                    | Estimated             |  |
|  | hours             | (Cl                            | neck                  | all t   | that         | app                             | ly)    | compensation        | compensation                  | amount of             |  |
|  | per               |                                |                       |         |              | e                               |        | from<br>the         | from related<br>organizations | other<br>compensation |  |
|  | week<br>(list any | tor                            |                       |         |              | plo ye                          |        | organization        | (W-2/1099-MISC)               | from the              |  |
|  | hours for         | direct                         |                       |         |              | d em                            |        | (W-2/1099-MISC)     | (112/1000 11100)              | organization          |  |
|  | related           | tee or                         | istee                 |         |              | ensate                          |        | (                   |                               | and related           |  |
|  | organizations     | Individual trustee or director | Institutional trustee |         | Key employee | Highest com pen sated em ployee |        |                     |                               | organizations         |  |
|  | below             | vidua                          | itutio                | cer     | empl         | hest c                          | Former |                     |                               |                       |  |
|  | line)             | Indi                           | Inst                  | Officer | Key          | Hig                             | Fon    |                     |                               |                       |  |
| (27) KATIE COURIC                        | 1.00              |                                |                       |         |              |                                 |        |                     |                               |                       |  |
| TRUSTEE                                  |                   | Х                              |                       |         |              |                                 |        | ٥.                  | 0.                            | 0                     |  |
| (28) ANDREA CUNNINGHAM                   | 1.00              |                                |                       |         |              |                                 |        |                     |                               |                       |  |
| TRUSTEE                                  |                   | Х                              |                       |         |              |                                 |        | ٥.                  | ٥.                            | 0                     |  |
| (29) KENNETH L. DAVIS, MD                | 1.00              |                                |                       |         |              |                                 |        |                     |                               |                       |  |
| TRUSTEE                                  |                   | Х                              |                       |         |              |                                 |        | ٥.                  | 0.                            | 0                     |  |
| (30) JOHN DOERR                          | 1.00              |                                |                       |         |              |                                 |        |                     |                               |                       |  |
| TRUSTEE                                  |                   | Х                              |                       |         |              |                                 |        | ٥.                  | 0.                            | 0                     |  |
| (31) THELMA DUGGIN                       | 1.00              |                                |                       |         |              |                                 |        |                     |                               |                       |  |
| TRUSTEE                                  |                   | Х                              |                       |         |              |                                 |        | ٥.                  | 0.                            | 0                     |  |
| (32) ARNE DUNCAN                         | 1.00              |                                |                       |         |              |                                 |        |                     |                               |                       |  |
| TRUSTEE                                  |                   | Х                              |                       |         |              |                                 |        | 0.                  | 0.                            | 0                     |  |
| (33) MICHAEL D. EISNER                   | 1.00              |                                |                       |         |              |                                 |        |                     |                               |                       |  |
| IRUSTEE                                  |                   | Х                              |                       |         |              |                                 |        | 0.                  | 0.                            | 0                     |  |
| (34) L. BROOKS ENTWISTLE                 | 1.00              |                                |                       |         |              |                                 |        |                     |                               |                       |  |
| TRUSTEE                                  |                   | х                              |                       |         |              |                                 |        | 0.                  | 0.                            | 0                     |  |
| (35) ELIZABETH FLEMING                   | 1.00              |                                |                       |         |              |                                 |        |                     |                               |                       |  |
| TRUSTEE                                  |                   | х                              |                       |         |              |                                 |        | 0.                  | 0.                            | 0                     |  |
| (36) ROGER FERGUSON                      | 1.00              |                                |                       |         |              |                                 |        |                     |                               |                       |  |
| TRUSTEE                                  |                   | Х                              |                       |         |              |                                 |        | 0.                  | 0.                            | 0                     |  |
| (37) HENRY LOUIS GATES, JR.              | 1.00              |                                |                       |         |              |                                 |        |                     |                               |                       |  |
| TRUSTEE                                  |                   | х                              |                       |         |              |                                 |        | 0.                  | 0.                            | 0                     |  |
| (38) RUSSELL GOLDSMITH                   | 1.00              |                                |                       |         |              |                                 |        |                     |                               |                       |  |
| TRUSTEE                                  |                   | х                              |                       |         |              |                                 |        | 0.                  | 0.                            | 0                     |  |
| (39) ANTONIO GRACIAS                     | 1.00              |                                |                       |         |              |                                 |        |                     |                               |                       |  |
| TRUSTEE                                  |                   | х                              |                       |         |              |                                 |        | 0.                  | 0.                            | 0                     |  |
| (40) PATRICK W. GROSS                    | 1.00              |                                |                       |         |              |                                 |        |                     |                               |                       |  |
| TRUSTEE                                  |                   | х                              |                       |         |              |                                 |        | 0.                  | 0.                            | 0                     |  |
| (41) ARJUN GUPTA                         | 1.00              |                                |                       |         |              |                                 |        |                     |                               | _                     |  |
| TRUSTEE                                  |                   | х                              |                       |         |              |                                 |        | 0.                  | 0.                            | 0                     |  |
| (42) JANE HARMAN                         | 1.00              |                                |                       |         |              |                                 |        |                     |                               |                       |  |
| TRUSTEE                                  |                   | Х                              |                       |         |              |                                 |        | 0.                  | 0.                            | 0                     |  |
| (43) KAYA HENDERSON                      | 1.00              |                                |                       |         |              |                                 |        | _                   |                               | -                     |  |
| IRUSTEE                                  |                   | Х                              |                       |         |              |                                 |        | 0.                  | 0.                            | 0                     |  |
| (44) MARK HOPLAMAZIAN                    | 1.00              |                                |                       |         |              |                                 |        | _                   |                               | -                     |  |
| TRUSTEE                                  |                   | Х                              |                       |         |              |                                 |        | 0.                  | 0.                            | 0                     |  |
| (45) GERALD D. HOSIER                    | 1.00              |                                |                       |         |              |                                 |        | _                   |                               | _                     |  |
| TRUSTEE                                  |                   | Х                              |                       |         |              |                                 |        | 0.                  | 0.                            | 0                     |  |
| (46) ROBERT HURST                        | 1.00              | x                              |                       |         |              |                                 |        | 0.                  | _                             | 0                     |  |
| TRUSTEE                                  |                   |                                |                       |         |              |                                 |        |                     | 0.                            | <u>۸</u>              |  |

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| ge<br>s<br><<br>hy<br>for<br>ed<br>tions<br>w<br>.00<br>.00<br>.00<br>.00 | X X Individual trustee or director () |   | (C<br>Pos   | <b>C)</b><br>ition  |  |        | Compensated Employe<br>(D)<br>Reportable<br>compensation<br>from<br>the<br>organization<br>(W-2/1099-MISC) | ees (continued)<br>(E)<br>Reportable<br>compensation<br>from related<br>organizations<br>(W-2/1099-MISC)  | (F)<br>Estimated<br>amount of<br>other<br>compensation<br>from the<br>organization<br>and related<br>organizations  |
|---|---------------------------------------|---|---|---|--|--------|--|---|---|
| ge<br>s<br><<br>for<br>ed<br>tions<br>w<br>.00<br>.00<br>.00<br>.00       | X N Individual trustee or director    | heck  | Posi<br>all t   | ition<br>that   | app  | -      | Reportable<br>compensation<br>from<br>the<br>organization  | Reportable<br>compensation<br>from related<br>organizations   | Estimated<br>amount of<br>other<br>compensation<br>from the<br>organization<br>and related  |
| s<br>s<br>for<br>for<br>d<br>.00<br>.00<br>.00<br>.00                     | X N Individual trustee or director    | heck  | all 1   | that  | app  | -      | compensation<br>from<br>the<br>organization  | compensation<br>from related<br>organizations   | amount of<br>other<br>compensation<br>from the<br>organization<br>and related   |
| <br>hy<br>for<br>ed<br>.00<br>.00<br>.00<br>.00<br>.00                    | X N Individual trustee or director    |   |   |   |  | -      | from<br>the<br>organization  | from related organizations  | other<br>compensation<br>from the<br>organization<br>and related  |
| < hy<br>for<br>ed<br>tions<br>.00<br>.00<br>.00                           | x<br>x                                | Institutional trustee   | Officer   | Key employee  | Highest com pen sated em ployee  | Former | the organization   | organizations   | compensation<br>from the<br>organization<br>and related   |
| ny<br>for<br>ed<br>tions<br>w<br>.00<br>.00                               | x<br>x                                | Institutional trustee   | Officer   | Key em ployee   | Highest com pen sated em ploye   | Former | organization   | , i i i i i i i i i i i i i i i i i i i   | from the<br>organization<br>and related   |
| for<br>ed<br>tions<br>w<br>.00<br>.00                                     | x<br>x                                | Institutional trustee   | Officer   | Key em ployee   | Highest compensated em   | Former | 5  |   | organization<br>and related   |
| tions<br>w<br>.00<br>.00<br>.00   | x<br>x                                | Institutional trustee   | Officer   | Key employee  | Highest compensate   | Former |  |   | and related   |
| .00<br>.00<br>.00   | x<br>x                                | Institutional tr  | Officer   | Key employee  | Highest com pe   | Former |  |   | organizations   |
| .00   | x<br>x                                | Institutio  | Officer   | Key empl  | Highest o  | Former |  |   |   |
| .00   | x<br>x                                | Inst  | Offi  | Key   | Hig  | Forr   | 1  |   |   |
| .00   | x                                     |   |   |   |  |        |  |   |   |
| .00   | x                                     |   |   |   |  |        |  |   |   |
| .00   |                                       |   |   |   |  |        | 0.   | 0.  | 0.  |
| .00   |                                       |   |   |   |  |        |  |   |   |
| .00   |                                       |   |   |   |  |        | 0.   | 0.  | 0.  |
| .00   |                                       |   |   |   |  |        |  |   |   |
| .00   | Х                                     |   |   |   |  |        | 0.   | 0.  | 0.  |
|   |                                       |   |   |   |  |        |  |   |   |
|   | Х                                     |   |   |   |  |        | 0.   | 0.  | 0.  |
| 0.0   |                                       |   |   |   |  |        |  |   |   |
| 00  | Х                                     |   |   |   |  |        | 0.   | 0.  | ٥.  |
| .00   |                                       |   |   |   |  |        |  |   |   |
|   | х                                     |   |   |   |  |        | 0.   | 0.  | 0.  |
| .00   |                                       |   |   |   |  |        |  |   |   |
|   | Х                                     |   |   |   |  |        | Ο.   | Ο.  | 0.  |
| .00   |                                       |   |   |   |  |        |  |   |   |
|   | х                                     |   |   |   |  |        | Ο.   | Ο.  | 0.  |
| .00   |                                       |   |   |   |  |        |  |   |   |
|   | х                                     |   |   |   |  |        | Ο.   | Ο.  | 0.  |
| .00   |                                       |   |   |   |  |        |  |   |   |
|   | х                                     |   |   |   |  |        | Ο.   | Ο.  | 0.  |
| .00   |                                       |   |   |   |  |        |  |   |   |
|   | х                                     |   |   |   |  |        | Ο.   | Ο.  | 0.  |
| .00   |                                       |   |   |   |  |        |  |   |   |
|   | х                                     |   |   |   |  |        | Ο.   | Ο.  | 0.  |
| .00   |                                       |   |   |   |  |        |  |   |   |
|   | х                                     |   |   |   |  |        | Ο.   | Ο.  | 0.  |
| .00   |                                       |   |   |   |  |        |  |   |   |
|   | х                                     |   |   |   |  |        | Ο.   | Ο.  | 0.  |
| .00   |                                       |   |   |   |  |        |  |   |   |
|   | х                                     |   |   |   |  |        | Ο.   | Ο.  | 0.  |
| .00   |                                       |   |   |   |  |        |  |   |   |
|   | x                                     |   |   |   |  |        | 0.   | Ο.  | 0.  |
| .00   |                                       |   |   |   |  |        |  |   |   |
|   | x                                     |   |   |   |  |        | 0.   | Ο.  | 0.  |
| .00   | 1                                     |   |   |   |  |        |  |   |   |
|   | x                                     |   |   |   |  |        | 0.   | 0.  | 0.  |
| .00   | 1                                     |   |   |   |  |        |  |   |   |
|   | x                                     |   |   |   |  |        | 0.   | 0   | 0.  |
| .00   | 1                                     |   |   | -   |  |        |  | 5.  |   |
|   | x                                     |   |   |   |  |        | n  | n   | 0.  |
|   | 1                                     | 1   |   |   | I  |        | · ·  | ۰.  |   |
|   | .00<br>.00<br>.00<br>.00<br>.00       | x<br>.00<br>x<br>.00<br>x<br>.00<br>x<br>.00<br>x<br>.00<br>x<br>.00<br>x<br>.00<br>x<br>.00<br>x | x<br>.00<br>x<br>.00<br>x<br>.00<br>x<br>.00<br>x<br>.00<br>x<br>.00<br>x<br>.00<br>x<br>.00<br>x<br>.00<br>x<br>.00<br>x | X<br>.00<br>X<br>.00<br>X<br>.00<br>X<br>.00<br>X<br>.00<br>X<br>.00<br>X<br>.00<br>X<br>.00<br>X<br>.00<br>X<br>.00<br>X<br>.00<br>.00 | x .00<br>x .00 | X X    | x x x x x x x x x x x x x x x x x x x  | x     0.       .00     x       .00     x       .00     x       .00     x       .00     x       .00     x       .00     x | x     0.     0.       .00     x     0.       .00     0.     0.       .00     0.     0.       .00     0.     0. |

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| (A)       (B)       (C)       (D)       (E)         Name and title       Average<br>hours       Position<br>(check all that apply)       Reportable<br>compensation       Reportable<br>compensation       Reportable<br>compensation       Esti<br>and         (ist any<br>hours for<br>related       Ist and<br>the stripted       Ist and<br>t   |                             | INSTITUTE, IN<br>Trustees, Kev Ei |         | vee     | s, a     | nd H     | liah   | est  | Compensated Employ | 84-0399(        |                             |
|---|-----------------------------|-----------------------------------|---------|---------|----------|----------|--------|------|--------------------|-----------------|-----------------------------|
| Name and title       Average<br>hours<br>per<br>week<br>(list any<br>related<br>organizations<br>below       Position<br>(check all that apply)       Reportable<br>compensation<br>from<br>the<br>organizations<br>(W-2/1099-MISC)       Reportable<br>compensation<br>from<br>the<br>organizations<br>(W-2/1099-MISC)       Esti<br>and<br>organization<br>(W-2/1099-MISC)         (67) CARLA PINEYRO-SUBLETT       1.00<br>(K-2)       1.00<br>X       1.00<br>X       1.00<br>X       0.00<br>(M-2)       0.00<br>(M-2)         (67) CARLA PINEYRO-SUBLETT       1.00<br>(K-2)       X       0.00<br>(M-2)       0.00<br>(M-2)       0.00<br>(M-2)         (67) CARLA PINEYRO-SUBLETT       1.00<br>(K-2)       X       0.00<br>(M-2)       0.00<br>(M-2)       0.00<br>(M-2)         (67) CARLA PINEYRO-SUBLETT       1.00<br>(K-2)       X       0.00<br>(M-2)       0.00<br>(M-2)       0.00<br>(M-2)         (68) WILLIAM RESNICK       1.00<br>(TRUSTEE       X       0.00<br>(M-2)       0.00<br>(M-2)       0.00<br>(M-2)         TRUSTEE       X       0.00<br>(M-2)       0.00<br>(M-2)       0.00<br>(M-2)       0.00<br>(M-2)         TRUSTEE       X       0.00<br>(M-2) </th <th></th> <th></th> <th></th> <th>.,</th> <th></th> <th></th> <th></th> <th>551</th> <th></th> <th>```</th> <th>(F)</th>  |                             |                                   |         | .,      |          |          |        | 551  |                    | ```             | (F)                         |
| hours<br>per<br>(167)       (check all that apply)<br>week<br>(list any<br>below       compensation<br>from<br>the<br>organizations<br>below       compensation<br>from<br>the<br>organizations<br>(W-2/1099-MISC)       compensation<br>from related<br>organizations<br>(W-2/1099-MISC)       amo<br>compensation<br>from related<br>organizations<br>(W-2/1099-MISC)         (67)       CARLA PINEYRO-SUBLETT       1.000       x       0       0       0         TRUSTEE       X       1       1       0       0       0       0         TRUSTEE       X       1       1       1       0       0       0       0         TRUSTEE       X       1       1       1       0       0       0       0         TRUSTEE       X       1       1       1       0       0       0       0         TRUSTEE       X </th <th></th> <th></th> <th></th> <th></th> <th></th> <th></th> <th>1</th> <th></th> <th></th> <th rowspan="2">Reportable</th> <th>Estimated</th> |                             |                                   |         |         |          |          | 1      |      |                    | Reportable      | Estimated                   |
| per<br>week<br>(ist any<br>hours for<br>related<br>organizations<br>below<br>line)per<br>week<br>(ist any<br>hours for<br>related<br>organizations<br>below<br>line)from<br>the<br>organization<br>(W-2/1099-MISC)from related<br>organizations<br>(W-2/1099-MISC)from<br>the<br>organizations<br>(W-2/1099-MISC)from<br>the<br>organizations<br>(W-2/1099-MISC)from<br>the<br>organizations<br>(W-2/1099-MISC)from<br>the<br>organizations<br>(W-2/1099-MISC)from<br>the<br>organizations<br>(W-2/1099-MISC)from<br>the<br>organizations<br>(W-2/1099-MISC)from<br>the<br>organizations<br>(W-2/1099-MISC)from<br>the<br>organizations<br>(W-2/1099-MISC)from<br>the<br>organizations<br>(W-2/1099-MISC)from<br>the<br>organizations<br>(W-2/1099-MISC)from<br>the<br>organizations<br>(W-2/1099-MISC)from<br>the<br>organizations<br>(W-2/1099-MISC)from<br>the<br>organizations<br>(W-2/1099-MISC)from<br>the<br>organizations<br>(W-2/1099-MISC)from<br>the<br>organizations<br>(W-2/1099-MISC)from<br>the<br>organizations<br>(W-2/1099-MISC)from<br>the<br>organizations<br>(W-2/1099-MISC)from<br>the<br>organizations<br>(W-2/1099-MISC)from<br>the<br>organization<br>(W-2/1099-MISC)from<br>the<br>organization<br>(W-2/1099-MISC)from<br>the<br>organization<br>(W-2/1099-MISC)from<br>the<br>organization<br>(W-2/1099-MISC)from<br>the<br>organization<br>(W-2/1099-MISC)from<br>the<br>organization<br>(W-2/1099-MISC)from<br>the<br>the<br>organization<br>(W-2/1099-MISC)from<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>the<br>  |                             |                                   | (c      |         |          |          |        | ly)  | -                  |                 | amount of                   |
| (iist any<br>hours for<br>related<br>organization<br>below<br>line)intintorganization<br>setup<br>below<br>line)organization<br>setup<br>below<br>below<br>line)organization<br>setup<br>below<br>below<br>below<br>below<br>below<br>line)organization<br>setup<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>line)organization<br>setup<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>line)organization<br>setup<br>below<br>below<br>below<br>below<br>below<br>below<br>line)organization<br>setup<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>line)organization<br>setup<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>below<br>   |                             | per                               |         |         |          |          |        |      |                    |                 | other                       |
| (67) CARLA PINEYRO-SUBLETT       1.00       x       0       0.         TRUSTEE       x       0.       0.       0.         (68) WILLIAM RESNICK       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (69) RICARDO SALINAS       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (70) ANNA DEAVERE SMITH       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (71) ROBERT K. STEEL       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (72) LAURIE M. TISCH       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (73) CHRISTOPHER VARELAS       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (74) ROBERICK K. VON LIPSEY       1.00       X       0.       0.         (75) VIN WEBER       1.00       X       0.       0.       0.         (76) JESSIE WOOLLEY-WILSON <td< td=""><td></td><td></td><td>_</td><td></td><td></td><td></td><td>oyee</td><td></td><td></td><td></td><td>compensation</td></td<>   |                             |                                   | _       |         |          |          | oyee   |      |                    |                 | compensation                |
| (67) CARLA PINEYRO-SUBLETT       1.00       x       0       0.         TRUSTEE       x       0.       0.       0.         (68) WILLIAM RESNICK       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (69) RICARDO SALINAS       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (70) ANNA DEAVERE SMITH       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (71) ROBERT K. STEEL       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (72) LAURIE M. TISCH       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (73) CHRISTOPHER VARELAS       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (74) ROBERICK K. VON LIPSEY       1.00       0.       0.       0.         TRUSTEE       X       0.       0.       0.       0.         (75) VIN WEBER       1.00 <td< td=""><td></td><td></td><td>irecto</td><td></td><td></td><td></td><td>empl</td><td></td><td></td><td>(W-2/1099-MISC)</td><td>from the</td></td<>  |                             |                                   | irecto  |         |          |          | empl   |      |                    | (W-2/1099-MISC) | from the                    |
| (67) CARLA PINEYRO-SUBLETT       1.00       x       0       0.         TRUSTEE       x       0.       0.       0.         (68) WILLIAM RESNICK       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (69) RICARDO SALINAS       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (70) ANNA DEAVERE SMITH       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (71) ROBERT K. STEEL       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (72) LAURIE M. TISCH       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (73) CHRISTOPHER VARELAS       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (74) ROBERICK K. VON LIPSEY       1.00       0.       0.       0.         TRUSTEE       X       0.       0.       0.       0.         (75) VIN WEBER       1.00 <td< td=""><td></td><td></td><td>e or d</td><td>tee</td><td></td><td></td><td>sated</td><td></td><td>(W-2/1099-MISC)</td><td></td><td>organization<br/>and related</td></td<>  |                             |                                   | e or d  | tee     |          |          | sated  |      | (W-2/1099-MISC)    |                 | organization<br>and related |
| (67) CARLA PINEYRO-SUBLETT       1.00       x       0       0.         TRUSTEE       x       0.       0.       0.         (68) WILLIAM RESNICK       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (69) RICARDO SALINAS       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (70) ANNA DEAVERE SMITH       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (71) ROBERT K. STEEL       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (72) LAURIE M. TISCH       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (73) CHRISTOPHER VARELAS       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (74) ROBERICK K. VON LIPSEY       1.00       X       0.       0.         (75) VIN WEBER       1.00       X       0.       0.       0.         (76) JESSIE WOOLLEY-WILSON <td< td=""><td></td><td></td><td>ruste</td><td>al trus</td><td></td><td>yee</td><td>mpen</td><td></td><td></td><td></td><td>organizations</td></td<>  |                             |                                   | ruste   | al trus |          | yee      | mpen   |      |                    |                 | organizations               |
| (67) CARLA PINEYRO-SUBLETT       1.00       x       0       0.         TRUSTEE       x       0.       0.       0.         (68) WILLIAM RESNICK       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (69) RICARDO SALINAS       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (70) ANNA DEAVERE SMITH       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (71) ROBERT K. STEEL       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (72) LAURIE M. TISCH       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (73) CHRISTOPHER VARELAS       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (74) RODERICK K. VON LIPSEY       1.00       X       0.       0.         TRUSTEE       X       0.       0.       0.       0.         (75) VIN WEBER       1.00   |                             |                                   | idual 1 | ution   | 5        | old ma   | est co | er   |                    |                 | er gan inzanier ie          |
| TRUSTEE       X       I       0.       0.         (68) WILLIAM RESNICK       1.00       X       0.       0.         TRUSTEE       X       0.       0.       0.         (69) RICARDO SALINAS       1.00       0.       0.       0.         TRUSTEE       X       0.       0.       0.         (70) ANNA DEAVERE SMITH       1.00       0.       0.       0.         (71) ROBERT K. STEEL       1.00       0.       0.       0.         (71) ROBERT K. STEEL       1.00       0.       0.       0.         (72) LAURIE M. TISCH       1.00       0.       0.       0.         TRUSTEE       X       0.       0.       0.         (73) CHRISTOPHER VARELAS       1.00       0.       0.       0.         TRUSTEE       X       0.       0.       0.       0.         (74) RODERICK K. VON LIPSEY       1.00       0.       0.       0.       0.         (75) VIN WEBER       1.00       X       0.       0.       0.         (75) JESSIE WOOLLEY-WILSON       1.00       0.       0.       0.  |                             | line)                             | Indiv   | Instit  | Offic    | Keye     | High   | Form |                    |                 |                             |
| (68) WILLIAM RESNICK       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (69) RICARDO SALINAS       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (70) ANNA DEAVERE SMITH       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (71) ROBERT K. STEEL       1.00       0.       0.       0.         (72) LAURIE M. TISCH       1.00       0.       0.       0.         TRUSTEE       x       0.       0.       0.       0.         (73) CHRISTOPHER VARELAS       1.00       0.       0.       0.       0.         TRUSTEE       X       0.       0.       0.       0.       0.         (74) RODERICK K. VON LIPSEY       1.00       X       0.       0.       0.       0.         TRUSTEE       X       0.       0.       0.       0.       0.       0.       0.         (75) VIN WEBER       1.00       X       0.       0.       0.       0.       0.         (76) JESSIE WOOLLEY-WILSON       1.00       0. <td>(67) CARLA PINEYRO-SUBLETT</td> <td>1.00</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>  | (67) CARLA PINEYRO-SUBLETT  | 1.00                              |         |         |          |          |        |      |                    |                 |                             |
| TRUSTEEX0.0.(69) RICARDO SALINAS1.00X0.0.TRUSTEEX0.0.0.(70) ANNA DEAVERE SMITH1.00X0.0.TRUSTEEX0.0.0.(71) ROBERT K. STEEL1.00X0.0.TRUSTEEX0.0.0.(71) ROBERT K. STEEL1.00X0.0.TRUSTEEX0.0.0.(72) LAURIE M. TISCH1.00X0.0.TRUSTEEX0.0.0.(73) CHRISTOPHER VARELAS1.00X0.0.TRUSTEEX0.0.0.(74) RODERICK K. VON LIPSEY1.00X0.0.(75) VIN WEBER1.00X0.0.TRUSTEEX0.0.0.(76) JESSIE WOOLLEY-WILSON1.000.0.  | TRUSTEE                     |                                   | Х       |         |          |          |        |      | 0.                 | 0.              | 0                           |
| (69) RICARDO SALINAS       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (70) ANNA DEAVERE SMITH       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (71) ROBERT K. STEEL       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (72) LAURIE M. TISCH       1.00       0.       0.       0.         TRUSTEE       x       0.       0.       0.         (73) CHRISTOPHER VARELAS       1.00       0.       0.       0.         TRUSTEE       x       0.       0.       0.       0.         (74) RODERICK K. VON LIPSEY       1.00       0.       0.       0.       0.         TRUSTEE       x       0.       0.       0.       0.       0.         (75) VIN WEBER       1.00       x       0.       0.       0.       0.         TRUSTEE       X       0.       0.       0.       0.       0.       0.       0.         (75) VIN WEBER       1.00       X       0.       0.       0.       0. <td>(68) WILLIAM RESNICK</td> <td>1.00</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>   | (68) WILLIAM RESNICK        | 1.00                              |         |         |          |          |        |      |                    |                 |                             |
| TRUSTEEX00.(70) ANNA DEAVERE SMITH1.00X0.0.TRUSTEEX0.0.0.(71) ROBERT K. STEEL1.00X0.0.TRUSTEEX0.0.0.(72) LAURIE M. TISCH1.00X0.0.TRUSTEEX0.0.0.(73) CHRISTOPHER VARELAS1.00X0.0.TRUSTEEX0.0.0.(74) RODERICK K. VON LIPSEY1.00X0.0.(75) VIN WEBER1.00X0.0.TRUSTEEX0.0.0.(76) JESSIE WOOLLEY-WILSON1.000.0.   | TRUSTEE                     |                                   | Х       |         |          |          |        |      | 0.                 | ٥.              | 0                           |
| (70) ANNA DEAVERE SMITH       1.00       X       0.       0.         TRUSTEE       1.00       X       0.       0.         (71) ROBERT K. STEEL       1.00       X       0.       0.         TRUSTEE       X       0.       0.       0.         (72) LAURIE M. TISCH       1.00       X       0.       0.         TRUSTEE       X       0.       0.       0.         (73) CHRISTOPHER VARELAS       1.00       X       0.       0.         TRUSTEE       X       0.       0.       0.         (74) RODERICK K. VON LIPSEY       1.00       X       0.       0.         TRUSTEE       X       0.       0.       0.       0.         (75) VIN WEBER       1.00       X       0.       0.       0.         TRUSTEE       X       0.       0.       0.       0.         (75) VIN WEBER       1.00       X       0.       0.       0.         (76) JESSIE WOOLLEY-WILSON       1.00       1.00       1.00       1.00       1.00       1.00       1.00       1.00       1.00       1.00       1.00       1.00       1.00       1.00       1.00       1.00       1.0  | (69) RICARDO SALINAS        | 1.00                              |         |         |          |          |        |      |                    |                 |                             |
| TRUSTEEX00.(71) ROBERT K. STEEL1.00X0.0.TRUSTEEX0.0.0.(72) LAURIE M. TISCH1.00X0.0.TRUSTEEX0.0.0.(73) CHRISTOPHER VARELAS1.00X0.0.TRUSTEEX0.0.0.(74) RODERICK K. VON LIPSEY1.00X0.0.(75) VIN WEBER1.00X0.0.(76) JESSIE WOOLLEY-WILSON1.001.000.0.   | TRUSTEE                     |                                   | Х       |         |          |          |        |      | 0.                 | ٥.              | 0                           |
| (71) ROBERT K. STEEL       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (72) LAURIE M. TISCH       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (73) CHRISTOPHER VARELAS       1.00       x       0.       0.         (74) RODERICK K. VON LIPSEY       1.00       x       0.       0.         (75) VIN WEBER       1.00       x       0.       0.         (75) VIN WEBER       1.00       x       0.       0.         (76) JESSIE WOOLLEY-WILSON       1.00       x       0.       0.  | (70) ANNA DEAVERE SMITH     | 1.00                              |         |         |          |          |        |      |                    |                 |                             |
| TRUSTEEX00.(72) LAURIE M. TISCH1.00X0.0.TRUSTEEX0.0.0.(73) CHRISTOPHER VARELAS1.00X0.0.TRUSTEEX0.0.0.(74) RODERICK K. VON LIPSEY1.00X0.0.TRUSTEEX0.0.0.(75) VIN WEBER1.00X0.0.TRUSTEEX0.0.0.(76) JESSIE WOOLLEY-WILSON1.000.0.  | TRUSTEE                     |                                   | Х       |         |          |          |        |      | 0.                 | ٥.              | 0                           |
| (72) LAURIE M. TISCH       1.00       x       0       0.         TRUSTEE       x       0.       0.       0.         (73) CHRISTOPHER VARELAS       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (74) RODERICK K. VON LIPSEY       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (75) VIN WEBER       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (76) JESSIE WOOLLEY-WILSON       1.00       1.00       1.00       1.00  | (71) ROBERT K. STEEL        | 1.00                              |         |         |          |          |        |      |                    |                 |                             |
| TRUSTEEX0.0.(73) CHRISTOPHER VARELAS1.00X0.0.TRUSTEEX0.0.0.(74) RODERICK K. VON LIPSEY1.00X0.0.TRUSTEEX0.0.0.(75) VIN WEBER1.00X0.0.TRUSTEEX0.0.0.(75) JESSIE WOOLLEY-WILSON1.001.000.  | TRUSTEE                     |                                   | Х       |         |          |          |        |      | 0.                 | ٥.              | 0                           |
| (73) CHRISTOPHER VARELAS       1.00       x       0       0.       0.         TRUSTEE       x       0       0.       0.       0.         (74) RODERICK K. VON LIPSEY       1.00       x       0.       0.       0.         TRUSTEE       x       0       0.       0.       0.         (75) VIN WEBER       1.00       x       0.       0.       0.         TRUSTEE       x       0       0.       0.       0.         (76) JESSIE WOOLLEY-WILSON       1.00       1.00       1.00       1.00       1.00   | (72) LAURIE M. TISCH        | 1.00                              |         |         |          |          |        |      |                    |                 |                             |
| TRUSTEEX0.(74) RODERICK K. VON LIPSEY1.00TRUSTEEX(75) VIN WEBER1.00TRUSTEEX(76) JESSIE WOOLLEY-WILSON1.00   |                             |                                   | Х       |         |          |          |        |      | 0.                 | 0.              | 0                           |
| (74) RODERICK K. VON LIPSEY       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (75) VIN WEBER       1.00       x       0.       0.         TRUSTEE       x       0.       0.       0.         (76) JESSIE WOOLLEY-WILSON       1.00       0       0.       0.  | (73) CHRISTOPHER VARELAS    | 1.00                              |         |         |          |          |        |      |                    |                 |                             |
| TRUSTEE     x     0.     0.       (75) VIN WEBER     1.00     0.     0.       TRUSTEE     x     0.     0.       (76) JESSIE WOOLLEY-WILSON     1.00     0.     0.   | TRUSTEE                     |                                   | Х       |         |          |          |        |      | 0.                 | 0.              | 0                           |
| 1.00         x         0.         0.           TRUSTEE         x         0.         0.         0.           (76) JESSIE WOOLLEY-WILSON         1.00         0.         0.         0.  | (74) RODERICK K. VON LIPSEY | 1.00                              |         |         |          |          |        |      |                    |                 |                             |
| TRUSTEE         X         0.         0.           (76) JESSIE WOOLLEY-WILSON         1.00                0.          0.              0.   | TRUSTEE                     |                                   | Х       |         |          |          |        |      | 0.                 | 0.              | 0                           |
| (76) JESSIE WOOLLEY-WILSON 1.00   | (75) VIN WEBER              | 1.00                              |         |         |          |          |        |      |                    |                 |                             |
|   |                             |                                   | Х       |         |          |          |        |      | 0.                 | 0.              | 0                           |
| TRUSTEE     X     0.     0.   | (76) JESSIE WOOLLEY-WILSON  | 1.00                              |         |         |          |          |        |      |                    |                 |                             |
|   | TRUSTEE                     |                                   | Х       |         |          |          |        |      | 0.                 | 0.              | 0                           |
|   |                             |                                   |         |         |          |          |        |      |                    |                 |                             |
|   |                             |                                   |         |         |          |          |        |      |                    |                 |                             |
|   |                             |                                   |         |         |          |          |        |      |                    |                 |                             |
|   |                             |                                   |         |         |          |          |        |      |                    |                 |                             |
|   |                             |                                   |         |         |          |          |        |      |                    |                 |                             |
|   |                             |                                   |         |         |          |          |        |      |                    |                 |                             |
|   |                             |                                   |         |         |          |          |        |      |                    |                 |                             |
|   |                             |                                   |         |         |          |          |        |      |                    |                 |                             |
|   |                             |                                   | -       |         |          |          |        |      |                    |                 |                             |
|   |                             |                                   | -       |         |          |          |        |      |                    |                 |                             |
|   |                             |                                   | -       |         |          |          |        |      |                    |                 |                             |
|   |                             |                                   |         |         |          | <u> </u> |        |      |                    |                 |                             |
|   |                             |                                   | -       |         |          |          |        |      |                    |                 |                             |
|   |                             |                                   |         |         |          |          |        |      |                    |                 |                             |
|   |                             |                                   | -       |         |          |          |        |      |                    |                 |                             |
|   |                             |                                   | -       |         | <u> </u> | <u> </u> | -      |      |                    |                 |                             |
|   |                             |                                   | -       |         |          |          |        |      |                    |                 |                             |
|   |                             |                                   |         |         | -        | -        | -      |      |                    |                 |                             |
|   |                             |                                   | -       |         |          |          |        |      |                    |                 |                             |
|   |                             | 1                                 | 1       |         |          |          |        | I    |                    |                 |                             |

|                           | 990 (;<br><b>t VII</b> |   | ven       | ue           |          |                     |                             |  |   | 6 Pag                                |
|---------------------------|------------------------|---|-----------|--------------|----------|---------------------|-----------------------------|--|---|--------------------------------------|
|                           |                        | Check if Schedule O   | conta     | ains a respo | nse      | or note to any line | e in this Part VIII         |  |   | [                                    |
|                           |                        |   |           |              |          |                     | <b>(A)</b><br>Total revenue | (B)<br>Related or exempt<br>function revenue | <b>(C)</b><br>Unrelated<br>business revenue | (D)<br>Revenue exclu<br>from tax und |
|                           |                        |   |           |              |          |                     |                             |  |   | sections 512 -                       |
| Ints                      |                        | I a     Federated campaigns     1a       b     Membership dues     1b |           |              |          |                     |                             |  |   |                                      |
| nou                       |                        |   |           |              |          | 2 269 520           |                             |  |   |                                      |
| An                        |                        | Fundraising events  |           |              |          | 2,368,529.          |                             |  |   |                                      |
| ilar                      |                        | Related organizations   |           |              |          | 7 410 310           |                             |  |   |                                      |
| Sim                       |                        | Government grants (contr  |           |              |          | 7,410,310.          |                             |  |   |                                      |
| er                        | T                      | All other contributions, gifts, similar amounts not included          |           |              |          | 131,781,726.        |                             |  |   |                                      |
| ġ                         |                        | Noncash contributions included in                                     |           |              |          | 16,542,645.         |                             |  |   |                                      |
| and Other Similar Amounts | -                      | Total. Add lines 1a-1f  | ines      |              | p        | 10,012,0101         | 141,560,565.                |  |   |                                      |
| 0                         |                        | Total: Add lines faith  |           |              |          | Business Code       |                             |  |   |                                      |
|                           | 2 a                    | CONTRACT REVENUE  |           |              |          | 900099              | 32,172,799.                 | 32,172,799.                                  |   |                                      |
|                           | z u<br>b               |   |           |              |          | 531390              | 10,226,810.                 |  | 10,226,810.                                 |                                      |
| anu                       | c<br>c                 | SEMINAR AND EVENT F   |           |              |          | 900099              | 9,033,255.                  | 9,033,255.                                   | , ,   |                                      |
| Svel                      | d                      |   |           |              |          | 900099              | 3,613.                      | 3,613.                                       |   |                                      |
| Revenue                   | e                      |   |           |              |          |                     | ,                           | ,  |   |                                      |
|                           |                        | All other program service   | reve      | nue          |          |                     |                             |  |   |                                      |
|                           | g                      |   |           |              |          |                     | 51,436,477.                 |  |   |                                      |
|                           | 3                      | Investment income (including dividends, interest, and                 |           |              |          |                     |                             |  |   |                                      |
|                           |                        | other similar amounts)  |           |              |          |                     | 2,019,361.                  |  | 331,881.                                    | 1,687,4                              |
|                           | 4                      | Income from investment of   |           |              |          |                     |                             |  |   |                                      |
|                           | 5                      | Royalties   | . <u></u> |              |          |                     |                             |  |   |                                      |
|                           |                        |   |           | (i) Rea      |          | (ii) Personal       |                             |  |   |                                      |
|                           | 6 a                    | Gross rents   | 6a        | 52,3         | 322.     |                     |                             |  |   |                                      |
|                           | b                      | Less: rental expenses   | 6b        | 154,7        | 25.      |                     |                             |  |   |                                      |
|                           | с                      | Rental income or (loss)   | 6c        | -102,4       | 103.     |                     |                             |  |   |                                      |
|                           | d                      | Net rental income or (loss)   | ) <u></u> |              |          |                     | -102,403.                   |  |   | -102,4                               |
|                           | 7 a                    | Gross amount from sales of  |           | (i) Securit  |          | (ii) Other          |                             |  |   |                                      |
|                           |                        | assets other than inventory   | 7a        | 19,294,9     | 926.     | 2,301,763.          |                             |  |   |                                      |
|                           | b                      | Less: cost or other basis   |           |              |          |                     |                             |  |   |                                      |
|                           |                        | and sales expenses  |           |              |          | 7,649,229.          |                             |  |   |                                      |
|                           |                        | Gain or (loss)  | 7c        | ,            |          | -5,347,466.         | 5 406 000                   |  |   | F 406 0                              |
|                           |                        | Net gain or (loss)  |           |              | ······   |                     | -5,186,833.                 |  |   | -5,186,8                             |
|                           | 8 a                    | Gross income from fundraising   | -         | -            |          |                     |                             |  |   |                                      |
|                           |                        | including \$ 2,3  |           |              |          |                     |                             |  |   |                                      |
|                           |                        | contributions reported on   |           |              |          | 111,670.            |                             |  |   |                                      |
|                           | h                      | Part IV, line 18<br>Less: direct expenses                             |           |              | 8a<br>8b | 1,378,087.          |                             |  |   |                                      |
|                           |                        | Net income or (loss) from   |           |              |          | 1,070,0071          | -1,266,417.                 |  |   | -1,266,4                             |
|                           |                        | Gross income from gamin   |           |              |          |                     | _,                          |  |   | _,,_                                 |
|                           | υu                     | Part IV, line 19  |           |              | 9a       |                     |                             |  |   |                                      |
|                           | b                      |   |           |              | 9b       |                     |                             |  |   |                                      |
|                           |                        | Net income or (loss) from   |           |              |          |                     |                             |  |   |                                      |
|                           |                        | Gross sales of inventory, I   |           |              |          |                     |                             |  |   |                                      |
|                           |                        | •   |           |              | 10a      |                     |                             |  |   |                                      |
|                           | b                      | and allowances 10a<br>Less: cost of goods sold 10b                    |           |              |          |                     |                             |  |   |                                      |
|                           |                        | Net income or (loss) from   |           |              |          |                     |                             |  |   |                                      |
|                           |                        | , <i>,</i>  |           |              |          | Business Code       |                             |  |   |                                      |
| 0                         | 11 a                   | SUBLEASE INCOME   |           |              |          | 900099              | 710,344.                    |  |   | 710,3                                |
| <b>nu</b>                 | b                      | OTHER INCOME  |           |              |          | 900099              | 561,074.                    |  |   | 561,0                                |
| eve                       | с                      | ADVERTISING INCOME  |           |              |          | 541800              | 29,758.                     |  | 29,758.                                     |                                      |
| Revenue                   | d                      | All other revenue   |           |              |          |                     |                             |  |   |                                      |
|                           |                        | Total. Add lines 11a-11d  |           |              |          |                     | 1,301,176.                  |  |   |                                      |
| _                         | 12                     | Total revenue. See instruction  |           |              |          |                     | 189,761,926.                | 41,209,667.                                  | 10,588,449.                                 | -3,596,7                             |

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THE ASPEN INSTITUTE, INC.

84-0399006 Page **10** 

#### 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) Х Check if Schedule O contains a response or note to any line in this Part IX (B) (C) (D) (A) Do not include amounts reported on lines 6b. Total expenses Management and general expenses Program service Fundraising 7b, 8b, 9b, and 10b of Part VIII. expenses expenses Grants and other assistance to domestic organizations 17,469,399 17,469,399 and domestic governments. See Part IV, line 21 2 Grants and other assistance to domestic 1,209,937. 1,209,937. individuals. See Part IV, line 22 3 Grants and other assistance to foreign organizations, foreign governments, and foreign 6,707,562. 6,707,562. individuals. See Part IV, lines 15 and 16 Benefits paid to or for members 4 5 Compensation of current officers, directors, trustees, and key employees 3,020,190. 476,125. 2,544,065 Compensation not included above to disqualified 6 persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) 59,579,011. 45,516,710. 11,227,936. 2,834,365. Other salaries and wages 7 8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) 5,487,330 5,487,330 5,191,748 13,273,013. -8,917,856 836,591. 9 Other employee benefits 4,319,768. 4,319,768 10 Payroll taxes Fees for services (nonemployees): 11 15,798,971 15,798,971 а Management 950,984 604,376. 346,608 b Legal 225,979. 225,979 С Accounting Lobbying d Professional fundraising services. See Part IV, line 17 е

1,200,859.

30,312,273

8,863,673.

1,340,920,

4,731,253

13,827,795,

457,658

142,740.

595,588.

5,334,429

2,336,218

1,781,633.

1,402,353

192,935,305

390,722,

255,889.

423

24,167,557.

2,743,283.

1,102,634

3,528,096,

457,658

142,740,

61,274.

1,678,749.

1,402,353

154,853,954

146,780.

71,160.

5,184,095.

13,111,482,

Other. (If line 11g amount exceeds 10% of line 25, g column (A), amount, list line 11g expenses on Sch 0.) Advertising and promotion 12 13 Office expenses \_\_\_\_\_ 14 Information technology 15 Royalties 16 Occupancy Travel 17 18 Payments of travel or entertainment expenses for any federal, state, or local public officials Conferences, conventions, and meetings ..... 19 20 Interest Payments to affiliates 21 22 Depreciation, depletion, and amortization ..... 23 Insurance

Investment management fees

Other expenses. Itemize expenses not covered 24 above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule 0.) PUBLICATIONS а PARTNER REIMBURSEMENTS b REPAIRS AND MAINTENANCE С BAD DEBT d All other expenses е Total functional expenses. Add lines 1 through 24e 25

25 Total functional expenses. Add lines 1 through 24e
 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)

232010 12-13-22

f

58,100.

28,552.

10,549.

227,122.

94,373.

38,623.

14,956.

184,729.

4,327,960.

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1,200,859

6,086,616

6,091,838

227,737

976,035

621,940

111,711.

2,336,218

534,314

87,928

243,942

33,753,391

423

13

| Form 990 ( |         |       |
|------------|---------|-------|
| Part X     | Balance | Sheet |

THE ASPEN INSTITUTE, INC.

|    | Check if Schedule O contains a response or not  |   |   |  |   |  |
|----|---|---|---|--|---|--|
|    |   |   |   | <b>(A)</b><br>Beginning of year  |   | <b>(B)</b><br>End of year  |
| 1  | Cash - non-interest-bearing   |   |   | 15,569,294.  | 1   | 10,189,779   |
| 2  |   |   |   | 20,005,043.  | 2   | 23,540,10  |
| 3  |   |   |   | 49,885,211.  | 3   | 39,355,994   |
|    |   | 6,960,249.  | 4   | 8,632,72   |   |  |
|    |   |   |   |  |   |  |
|    | trustee, key employee, creator or founder, subs   | tantial cont  | ributor, or 35%   |  |   |  |
|    |   |   |   |  | 5   |  |
| 6  |   | -   |   |  |   |  |
|    |   |   | 4059(a)(2)(D)   |  | 6   |  |
| 7  |   |   |   |  | 7   |  |
|    |   |   |   | 283,265.   | 8   | 278,414  |
|    | Description of a second state |   |   | 2,147,646.   | 9   | 2,543,500  |
|    |   |   |   |  |   |  |
|    |   | 10a   | 119,491,753.  |  |   |  |
| b  |   |   | 45,023,400.   | 76,579,120.  | 10c   | 74,468,353   |
|    |   |   | ,   | 75,643,810.  |   | 78,563,638   |
|    |   |   |   | 215,765,025.   |   | 169,017,803  |
|    |   | , ,   |   | , ,  |   |  |
|    |   |   |   |  |   |  |
|    |   |   | 2,676,270.  |  | 69,292,56   |  |
|    |   |   |   | , ,  |   | 475,882,87   |
|    |   |   | , ,   |  | 15,343,07   |  |
|    |   |   |   |  | 2,140,94  |  |
|    |   |   |   | 15,882,204   |   |  |
|    |   | , , , .   |   | , ,  |   |  |
|    |   |   |   |  |   |  |
|    |   |   |   |  | 1   |  |
|    |   |   |   |  |   |  |
|    |   |   |   |  | 22  |  |
| 22 |   | -   | F   | 3 780 000.   |   | 3,780,000  |
|    |   |   | Г   | -,,,   |   | -,,  |
|    |   |   |   |  | 27  |  |
| 20 | -   | -   |   |  |   |  |
|    | • •   | 5 17-24). OC  |   | 21 757 447.  | 25  | 66,610,309   |
| 26 |   |   |   |  |   | 103,756,532  |
| 20 |   |   |   | ,,,,   | 20  |  |
|    |   |   |   |  |   |  |
| 27 |   |   |   | 157 173 863.   | 27  | 124,326,717  |
|    |   |   |   | 247,799,622  |   |  |
| 20 |   | ,,  | 20  |  |   |  |
|    | -   | oo, check   |   |  |   |  |
| 20 |   |   |   |  | 20  |  |
|    |   |   |   |  |   |  |
|    |   |   |   |  |   |  |
|    | Total net assets or fund balances   |   |   | 412,433,435.   | 31  | 372,126,339  |
| 32 |   |   |   |  | JZ  | 5, 2, 220, 552   |
|    | 2<br>3<br>4<br>5<br>6<br>7<br>8<br>9<br>10a   | <ul> <li>Savings and temporary cash investments</li> <li>Pledges and grants receivable, net</li> <li>Accounts receivable, net</li> <li>Loans and other receivables from any current on<br/>trustee, key employee, creator or founder, subsi-<br/>controlled entity or family member of any of these</li> <li>Loans and other receivables from other disquali<br/>under section 4958(f)(1)), and persons described</li> <li>Notes and loans receivable, net</li> <li>Inventories for sale or use</li> <li>Prepaid expenses and deferred charges</li> <li>Land, buildings, and equipment: cost or other<br/>basis. Complete Part VI of Schedule D</li> <li>Less: accumulated depreciation</li> <li>Investments - publicly traded securities</li> <li>Investments - other securities. See Part IV, line</li> <li>Investments - program-related. See Part IV, line</li> <li>Investments - program-related. See Part IV, line</li> <li>Intangible assets</li> <li>Other assets. See Part IV, line 11</li> <li>Total assets. Add lines 1 through 15 (must equ</li> <li>Accounts payable and accrued expenses</li> <li>Grants payable</li> <li>Deferred revenue</li> <li>Tax-exempt bond liabilities</li> <li>Escrow or custodial account liability. Complete</li> <li>Loans and other payables to any current or form<br/>trustee, key employee, creator or founder, subsi-<br/>controlled entity or family member of any of these</li> <li>Secured mortgages and notes payable to unrelated</li> <li>Other liabilities (including federal income tax, pa-<br/>parties, and other liabilities not included on lines<br/>of Schedule D</li> <li>Total liabilities. Add lines 17 through 25.</li> <li>Organizations that follow FASB ASC 958, che<br/>and complete lines 27, 28, 32, and 33.</li> <li>Net assets with donor restrictions</li> <li>Net assets with donor restrictions</li> <li>Red assets with donor restrictions</li> <li>Paid-in or capital surplus, or land, building, or ed</li> </ul> | <ul> <li>Savings and temporary cash investments</li> <li>Pledges and grants receivable, net</li> <li>Accounts receivable, net</li> <li>Loans and other receivables from any current or former off<br/>trustee, key employee, creator or founder, substantial cont<br/>controlled entity or family member of any of these persons</li> <li>Loans and other receivables from other disqualified person<br/>under section 4958(f)(1)), and persons described in section</li> <li>Notes and loans receivable, net</li> <li>Inventories for sale or use</li> <li>Prepaid expenses and deferred charges</li> <li>Land, buildings, and equipment: cost or other<br/>basis. Complete Part VI of Schedule D</li> <li>Less: accumulated depreciation</li> <li>Investments - publicly traded securities</li> <li>Investments - other securities. See Part IV, line 11</li> <li>Investments - program-related. See Part IV, line 11</li> <li>Intangible assets</li> <li>Other assets. See Part IV, line 11</li> <li>Intangible assets</li> <li>Other assets. Add lines 1 through 15 (must equal line 33)</li> <li>Accounts payable and accrued expenses</li> <li>Grants payable</li> <li>Deferred revenue</li> <li>Zoans and other payables to any current or former officer,<br/>trustee, key employee, creator or founder, substantial cont<br/>controlled entity or family member of any of these persons</li> <li>Secured mortgages and notes payable to unrelated third part</li> <li>Other liabilities (including federal income tax, payables to any<br/>parties, and other liabilities not included on lines 17-24). Co<br/>of Schedule D</li> <li>Total liabilities. Add lines 17 through 25</li> <li>Organizations that follow FASB ASC 958, check here<br/>and complete lines 27, 28, 32, and 33.</li> <li>Net assets with donor restrictions</li> <li>Net assets with donor restrictions</li> <li>Paid-in or capital surplus, or land, building, or equipment fu</li> </ul> | 2       Savings and temporary cash investments         3       Pledges and grants receivable, net         4       Accounts receivable, net         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         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)         7       Notes and loans receivable, net         8       Inventories for sale or use         9       Prepaid expenses and deferred charges         10a       119, 491, 753.         b       Less: accumulated depreciation         11       Investments - publicly traded securities         12       Investments - other securities. See Part IV, line 11         13       Investments - other securities. See Part IV, line 11         14       Intangible assets         15       Other assets. See Part IV, line 11         16       Total assets. Add lines 1 through 15 (must equal line 33)         17       Accounts payable and accrued expenses         18       Grants payable and accrued expenses         21       Escrow or custodial account liability. Complete Part IV of Schedule D         22       Loans and other p | 1       Cash - non-interest-bearing       15,569,294.         2       Savings and temporary cash investments       20,005,043.         3       Pledges and grants receivable, net       49,885,211.         4       Accounts receivable, net       6,960,249.         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       6         6       Loans and other receivable, net       283,265.         9       Prepaid expenses and deferred charges       2,147,646.         10a       119,491,753.       228,400.         11       Investments - publicity traded securities       119,491,753.         12       Investments - publicity traded securities       119,491,753.         13       Investments - publicity traded securities       75,643,810.         14       Intargible assets       10a       119,491,753.         15       Other assets. See Part IV, line 11       215,765,025.       136,594,224.         14       Intargible and accrued expenses       1,916,128.       13,594,228.         15       Other assets. Add lines 1 through 15 (must equal line 33)       465,514,933.       145,762,270.         16       Total assets. Add lines 1 through 15 (must | 1       Cash - non-interest-bearing       15,559,294.       1         2       Savings and temporary cash investments       20,005,043.       2         3       Pledges and grants receivable, net       49,885,211.       3         4       Accounts 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(0(1)), and persons described in section 4958(c)(3)(B)       6         7       Notes and loans receivable, net       7         8       Inventories for sale or use       283,265.         9       Prepaid expenses and deterred charges       10a       119,491,753.         10       119,491,753.       283,265.       9         11       Investments - publicly traded securities       75,643,810.       11         11       Investments - publicly traded securities       75,643,810.       11         11       Investments - publicly traded securities       74       33       16         11       Investments - publicly traded securities       13       13       14       13,594,228.       12         12       Investments - publicly traded securities       13 |

Form 990 (2022)

232011 12-13-22

| Form | 1990 (2022) THE ASPEN INSTITUTE, INC.  | 84-039900 | 6       | Pa       | <sub>ge</sub> 12 |
|------|--|-----------|---------|----------|------------------|
|      | rt XI Reconciliation of Net Assets   |           |         |          | 4                |
|      | Check if Schedule O contains a response or note to any line in this Part XI  |           |         |          | X                |
|      |  |           |         |          |                  |
| 1    | Total revenue (must equal Part VIII, column (A), line 12)  | 1         | 189,    | 761,     | 926.             |
| 2    | Total expenses (must equal Part IX, column (A), line 25)   | 2         | 192,    | 935,     | 305.             |
| 3    | Revenue less expenses. Subtract line 2 from line 1   | 3         | -3,     | 173,     | 379.             |
| 4    | Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))                            | 4         | 412,    | 433,     | 435.             |
| 5    | Net unrealized gains (losses) on investments   | 5         | -37,    | 324,     | 235.             |
| 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 on Schedule O)   | 9         |         | 190,     | 518.             |
| 10   | Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32,                   |           |         |          |                  |
| _    | column (B))  | 10        | 372,    | 126,     | 339.             |
| Pa   | rt XII Financial Statements and Reporting  |           |         |          |                  |
|      | Check if Schedule O contains a response or note to any line in this Part XII   |           | <u></u> |          |                  |
|      |  |           |         | Yes      | No               |
| 1    | Accounting method used to prepare the Form 990: Cash X Accrual Other   |           |         |          |                  |
|      | If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule       | 0.        |         |          |                  |
| 2a   |  |           | 2a      |          | X                |
|      | If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed      | on a      |         |          |                  |
|      | separate basis, consolidated basis, or both:   |           |         |          |                  |
|      | Separate basis Consolidated basis Both consolidated and separate basis   |           |         |          |                  |
| b    | Were the organization's financial statements audited by an independent accountant?                                   |           | 2b      | X        |                  |
|      | 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:   |           |         |          |                  |
|      | X       Separate basis       Both consolidated and separate basis  |           |         |          |                  |
| С    | If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the   |           |         | v        |                  |
|      | review, or compilation of its financial statements and selection of an independent accountant?                       |           | 2c      | X        |                  |
| -    | If the organization changed either its oversight process or selection process during the tax year, explain on Sche   | dule O.   |         |          |                  |
| 3a   | As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the      |           |         | v        |                  |
|      | Uniform Guidance, 2 C.F.R. Part 200, Subpart F?  |           | 3a      | X        |                  |
| b    | If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the require |           |         | v        |                  |
|      | or audits, explain why on Schedule O and describe any steps taken to undergo such audits                             |           | 3b      | X<br>000 |                  |

Form **990** (2022)

Department of the Treasury Internal Revenue Service

(Form 990)

# Public Charity Status and Public Support Complete if the organization is a section 501(c)(3) organization or a section

4947(a)(1) nonexempt charitable trust. Attach to Form 990 or Form 990-EZ.

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

| OMB No. 1545-0047            |
|------------------------------|
| 2022                         |
| Open to Public<br>Inspection |

| Nar      | ne of t | he organization  |                         |  |                        |                    |                  |              | dentification number       |  |  |  |  |
|----------|---------|--|-------------------------|--|------------------------|--------------------|------------------|--------------|----------------------------|--|--|--|--|
| D        |         |  | PEN INSTITUTE,          |  |                        |                    |                  | 84-0399006   |                            |  |  |  |  |
|          | art I   | Reason for Public (  |                         |  |                        |                    | ee instruction   | S.           |                            |  |  |  |  |
| The      | organi  | ization is not a private found   | ation because it is: (I | For lines 1 through 12, c                        | heck only              | one box.)          |                  |              |                            |  |  |  |  |
| 1        |         | A church, convention of chu  | urches, or associatio   | n of churches described                          | l in <b>sectio</b>     | n 170(b)(1         | I)(A)(i).        |              |                            |  |  |  |  |
| 2        |         | A school described in section  | ion 170(b)(1)(A)(ii). ( | Attach Schedule E (Forn                          | า 990).)               |                    |                  |              |                            |  |  |  |  |
| 3        |         | A hospital or a cooperative  | hospital service orga   | anization described in so                        | ection 170             | (b)(1)(A)(ii       | ii).             |              |                            |  |  |  |  |
| 4        |         | A medical research organization  | ation operated in cor   | njunction with a hospital                        | described              | in sectio          | n 170(b)(1)(A    | (iii). Enter | the hospital's name,       |  |  |  |  |
|          |         | city, and state:   |                         |  |                        |                    |                  |              |                            |  |  |  |  |
| 5        |         | An organization operated for   | or the benefit of a col | lege or university owned                         | l or operat            | ed by a go         | overnmental u    | nit describe | ed in                      |  |  |  |  |
|          |         | section 170(b)(1)(A)(iv). (C   | Complete Part II.)      |  |                        |                    |                  |              |                            |  |  |  |  |
| 6        |         | A federal, state, or local gov   | vernment or governm     | nental unit described in                         | section 17             | 70(b)(1)(A)        | (v).             |              |                            |  |  |  |  |
| 7        | X       | An organization that norma   | lly receives a substa   | ntial part of its support fi                     | rom a gove             | ernmental          | unit or from th  | ie general p | oublic described in        |  |  |  |  |
|          |         | section 170(b)(1)(A)(vi). (C   | omplete Part II.)       |  |                        |                    |                  |              |                            |  |  |  |  |
| 8        |         | A community trust described in section 170(b)(1)(A)(vi). (Complete Part II.) |                         |  |                        |                    |                  |              |                            |  |  |  |  |
| 9        |         | An agricultural research org   | anization described     | in section 170(b)(1)(A)(                         | ix) operate            | ed in conju        | inction with a   | land-grant   | college                    |  |  |  |  |
|          |         | or university or a non-land-g  | grant college of agric  | ulture (see instructions).                       | Enter the r            | name, city         | , and state of   | the college  | or                         |  |  |  |  |
|          |         | university:  |                         |  |                        |                    |                  |              |                            |  |  |  |  |
| 10       |         | An organization that norma   | Ily receives (1) more   | than 33 1/3% of its supp                         | ort from c             | ontributior        | ns, membersh     | ip fees, and | d gross receipts from      |  |  |  |  |
|          |         | activities related to its exem   | npt functions, subjec   | t to certain exceptions; a                       | and (2) no             | more than          | 33 1/3% of its   | s support f  | rom gross investment       |  |  |  |  |
|          |         | income and unrelated busir   | ness taxable income     | (less section 511 tax) fro                       | om busines             | ses acqui          | red by the org   | anization a  | after June 30, 1975.       |  |  |  |  |
|          |         | See section 509(a)(2). (Cor  | mplete Part III.)       |  |                        |                    |                  |              |                            |  |  |  |  |
| 11       |         | An organization organized a  | and operated exclusi    | vely to test for public sa                       | fety. See              | section 50         | 09(a)(4).        |              |                            |  |  |  |  |
| 12       |         | An organization organized a  | and operated exclusi    | vely for the benefit of, to                      | perform tl             | he functio         | ns of, or to ca  | rry out the  | purposes of one or         |  |  |  |  |
|          |         | more publicly supported or   | ganizations describe    | d in section 509(a)(1) o                         | r section              | 509(a)(2).         | See section &    | 509(a)(3). ( | Check the box on           |  |  |  |  |
|          |         | lines 12a through 12d that   | describes the type o    | f supporting organizatior                        | n and com              | plete lines        | 12e, 12f, and    | 12g.         |                            |  |  |  |  |
| а        |         | <b>Type I.</b> A supporting orga   | anization operated, s   | upervised, or controlled                         | by its supp            | ported org         | anization(s), ty | pically by   | giving                     |  |  |  |  |
|          |         | the supported organization   | on(s) the power to req  | gularly appoint or elect a                       | majority o             | of the direc       | tors or trustee  | es of the su | upporting                  |  |  |  |  |
|          |         | organization. You must c   | complete Part IV, Se    | ections A and B.                                 |                        |                    |                  |              |                            |  |  |  |  |
| b        |         | <b>Type II.</b> A supporting org   | anization supervised    | or controlled in connect                         | tion with its          | s supporte         | ed organization  | n(s), by hav | ving                       |  |  |  |  |
|          |         | control or management o  |                         |  | ame perso              | ns that co         | ntrol or manag   | ge the supp  | ported                     |  |  |  |  |
|          |         | organization(s). You mus   |                         |  |                        |                    |                  |              |                            |  |  |  |  |
| c        |         | <b>Type III functionally inte</b>  |                         |  |                        |                    |                  | ly integrate | ed with,                   |  |  |  |  |
|          |         | its supported organization   |                         | -  |                        |                    |                  |              |                            |  |  |  |  |
| c        |         | <b>Type III non-functionally</b>   |                         |  |                        |                    |                  | -            |                            |  |  |  |  |
|          |         | that is not functionally int   | <b>c</b>                | <b>o</b> ,                                       | •                      |                    | •                | an attentiv  | /eness                     |  |  |  |  |
|          |         | requirement (see instructi   |                         | -  |                        |                    |                  |              |                            |  |  |  |  |
| e        |         | Check this box if the orga   |                         |  |                        |                    | Туре I, Туре     | II, Type III |                            |  |  |  |  |
|          |         | functionally integrated, or  | 51                      | hally integrated supporting                      | ng organiz             | ation.             |                  |              |                            |  |  |  |  |
| t        |         | er the number of supported o   | •                       |  |                        |                    |                  |              |                            |  |  |  |  |
| <u>ç</u> |         | vide the following information<br>i) Name of supported                       | i about the supporte    | d organization(s).<br>(iii) Type of organization | (iv) Is the orga       | anization listed   | (v) Amount of    | monetary     | (vi) Amount of other       |  |  |  |  |
|          | , v     | organization   | (,                      | (described on lines 1-10                         | in your governi<br>Yes | ng document?<br>No | support (see ir  | -            | support (see instructions) |  |  |  |  |
|          |         |  |                         | above (see instructions))                        | 103                    |                    |                  |              |                            |  |  |  |  |
|          |         |  |                         |  |                        |                    |                  |              |                            |  |  |  |  |
|          |         |  |                         |  |                        |                    |                  |              |                            |  |  |  |  |
|          |         |  |                         |  |                        |                    |                  |              |                            |  |  |  |  |
|          |         |  |                         |  |                        |                    |                  |              |                            |  |  |  |  |
|          |         |  |                         |  |                        |                    |                  |              |                            |  |  |  |  |
|          |         |  |                         |  |                        |                    |                  |              |                            |  |  |  |  |
|          |         |  |                         |  |                        |                    |                  |              |                            |  |  |  |  |
|          |         |  |                         |  |                        |                    |                  |              |                            |  |  |  |  |
|          |         |  |                         |  |                        |                    |                  |              |                            |  |  |  |  |
| Tota     | al      |  |                         |  |                        |                    |                  |              |                            |  |  |  |  |

THE ASPEN INSTITUTE, INC.

84-0399006 Page **2** 

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

| Sec  | ction A. Public Support                      |                      |                       |                        |                     |                    |                 |
|------|--|----------------------|-----------------------|------------------------|---------------------|--------------------|-----------------|
| Cale | ndar year (or fiscal year beginning in)      | <b>(a)</b> 2018      | <b>(b)</b> 2019       | (c) 2020               | (d) 2021            | (e) 2022           | (f) Total       |
| 1    | Gifts, grants, contributions, and            |                      |                       |                        |                     |                    |                 |
|      | membership fees received. (Do not            |                      |                       |                        |                     |                    |                 |
|      | include any "unusual grants.")               | 94,760,517.          | 108,438,960.          | 131,254,703.           | 140,723,732.        | 141,560,565.       | 616,738,477.    |
| 2    | Tax revenues levied for the organ-           |                      |                       |                        |                     |                    |                 |
|      | ization'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                 | 94,760,517.          | 108,438,960.          | 131,254,703.           | 140,723,732.        | 141,560,565.       | 616,738,477.    |
| 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)                                   |                      |                       |                        |                     |                    | 59,695,492.     |
|      | Public support. Subtract line 5 from line 4. |                      |                       |                        |                     |                    | 557,042,985.    |
| Sec  | ction B. Total Support                       |                      |                       |                        | [                   |                    |                 |
| Cale | ndar year (or fiscal year beginning in)      | <b>(a)</b> 2018      | <b>(b)</b> 2019       | (c) 2020               | (d) 2021            | (e) 2022           | (f) Total       |
| 7    | Amounts from line 4                          | 94,760,517.          | 108,438,960.          | 131,254,703.           | 140,723,732.        | 141,560,565.       | 616,738,477.    |
| 8    | Gross income from interest,                  |                      |                       |                        |                     |                    |                 |
|      | dividends, payments received on              |                      |                       |                        |                     |                    |                 |
|      | securities loans, rents, royalties,          |                      |                       |                        |                     |                    |                 |
|      | and income from similar sources $\dots$      | -390,616.            | -59,007.              | 535,540.               | 1,343,162.          | 2,450,146.         | 3,879,225.      |
| 9    | Net income from unrelated business           |                      |                       |                        |                     |                    |                 |
|      | activities, whether or not the               |                      |                       |                        |                     |                    |                 |
|      | business is regularly carried on             |                      |                       |                        |                     |                    |                 |
| 10   | Other income. Do not include gain            |                      |                       |                        |                     |                    |                 |
|      | or loss from the sale of capital             |                      |                       |                        |                     |                    |                 |
|      | assets (Explain in Part VI.)                 | 443,054.             | 799,478.              | 156,060.               | 394,530.            | 561,074.           |                 |
| 11   | Total support. Add lines 7 through 10        |                      |                       |                        |                     |                    | 622,971,898.    |
|      | Gross receipts from related activities,      |                      | ,                     |                        |                     | 12                 | 143,506,092.    |
| 13   | First 5 years. If the Form 990 is for the    | e organization's fir | rst, second, third, t | fourth, or fifth tax y | ear as a section 5/ | 01(c)(3)           |                 |
| _    | organization, check this box and stor        |                      |                       |                        |                     |                    |                 |
|      | ction C. Computation of Publi                |                      |                       |                        |                     | г г                |                 |
|      | Public support percentage for 2022 (I        |                      |                       | olumn (f))             |                     | 14                 | 89.42 %         |
|      | Public support percentage from 2021          |                      |                       |                        |                     | 15                 | 88.29 %         |
| 16a  | 33 1/3% support test - 2022. If the o        |                      |                       |                        | 14 is 33 1/3% or m  | ore, check this bo |                 |
|      | stop here. The organization qualifies        |                      | -                     |                        |                     |                    |                 |
| b    | 33 1/3% support test - 2021. If the c        |                      |                       |                        | line 15 is 33 1/3%  | or more, check th  | is box          |
|      | and <b>stop here.</b> The organization qual  |                      | •••                   |                        |                     |                    |                 |
| 17a  | 10% -facts-and-circumstances test            |                      |                       |                        |                     |                    |                 |
|      | and if the organization meets the fact       |                      |                       | -                      | -                   | VI how the organiz | ation           |
| -    | meets the facts-and-circumstances te         | •                    | •                     |                        | •                   |                    |                 |
| b    | 10% -facts-and-circumstances test            | -                    |                       |                        |                     |                    | 10% or          |
|      | more, and if the organization meets the      |                      |                       |                        |                     |                    |                 |
| 40   | organization meets the facts-and-circu       |                      | •                     |                        |                     |                    |                 |
| 18   | Private foundation. If the organizatio       | n dia not check a    | box on line 13, 16a   | a, 160, 17a, or 17b    | o, check this box a |                    |                 |
|      |  |                      |                       |                        |                     | Schedule A         | (Form 990) 2022 |

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

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

| Sectio                       | on A. Public Support   |                       |                            |                      |                     |                                       |                        |
|------------------------------|--|-----------------------|----------------------------|----------------------|---------------------|---------------------------------------|------------------------|
| Calenda                      | r year (or fiscal year beginning in)   | (a) 2018              | <b>(b)</b> 2019            | (c) 2020             | (d) 2021            | (e) 202                               | 2 (f) Total            |
| 1 Gif                        | fts, grants, contributions, and  |                       |                            |                      |                     |                                       |                        |
| me                           | embership fees received. (Do not   |                       |                            |                      |                     |                                       |                        |
| inc                          | lude any "unusual grants.")  |                       |                            |                      |                     |                                       |                        |
| me<br>for<br>any             | oss receipts from admissions,<br>erchandise sold or services per-<br>med, or facilities furnished in<br>y activity that is related to the<br>ganization's tax-exempt purpose |                       |                            |                      |                     |                                       |                        |
|                              | oss receipts from activities that<br>onot an unrelated trade or bus-   |                       |                            |                      |                     |                                       |                        |
| ine                          | ess under section 513  |                       |                            |                      |                     |                                       |                        |
|                              | x revenues levied for the organ-<br>tion's benefit and either paid to  |                       |                            |                      |                     |                                       |                        |
|                              | expended on its behalf   |                       |                            |                      |                     |                                       |                        |
| 5 The<br>fur                 | e value of services or facilities<br>nished by a governmental unit to  |                       |                            |                      |                     |                                       |                        |
|                              | e organization without charge  |                       |                            |                      |                     |                                       |                        |
|                              | tal. Add lines 1 through 5   |                       |                            |                      |                     |                                       |                        |
|                              | nounts included on lines 1, 2, and eceived from disqualified persons   |                       |                            |                      |                     |                                       |                        |
| from                         | ounts included on lines 2 and 3 received<br>n other than disqualified persons that<br>eed the greater of \$5,000 or 1% of the<br>punt on line 13 for the year                |                       |                            |                      |                     |                                       |                        |
| <b>c</b> Ad                  | d lines 7a and 7b  |                       |                            |                      |                     |                                       |                        |
|                              | blic support. (Subtract line 7c from line 6.)  |                       |                            |                      |                     |                                       |                        |
| Calenda                      | r year (or fiscal year beginning in)   | (a) 2018              | (b) 2019                   | (c) 2020             | (d) 2021            | (e) 202                               | 2 (f) Total            |
|                              | nounts from line 6   |                       |                            |                      |                     |                                       |                        |
| <b>10a</b> Gro<br>div<br>seo | oss income from interest,<br>vidends, payments received on<br>curities loans, rents, royalties,<br>d income from similar sources   |                       |                            |                      |                     |                                       |                        |
| (les                         | related business taxable income<br>ss section 511 taxes) from businesses<br>quired after June 30, 1975   |                       |                            |                      |                     |                                       |                        |
|                              | Id lines 10a and 10b   |                       |                            |                      |                     |                                       |                        |
| 11 Ne<br>act<br>wh           | tincome from unrelated business<br>tivities not included on line 10b,<br>lether or not the business is<br>gularly carried on   |                       |                            |                      |                     |                                       |                        |
| 12 Oth<br>or                 | her income. Do not include gain<br>loss from the sale of capital<br>sets (Explain in Part VI.)   |                       |                            |                      |                     |                                       |                        |
| 13 Tot                       | al support. (Add lines 9, 10c, 11, and 12.)  |                       |                            |                      |                     |                                       |                        |
| 14 Fir                       | <b>st 5 years.</b> If the Form 990 is for th   | ne organization's fir | rst, second, third,        | fourth, or fifth tax | year as a section 5 | 601(c)(3) orga                        | inization,             |
|                              |  |                       |                            |                      |                     |                                       |                        |
| Sectio                       | on C. Computation of Publi   | c Support Per         | centage                    |                      |                     |                                       |                        |
| <b>15</b> Pu                 | blic support percentage for 2022 (I  | ine 8, column (f), d  | livided by line 13,        | column (f))          |                     | 15                                    | %                      |
|                              | blic support percentage from 2021  |                       |                            |                      |                     | 16                                    | %                      |
| Sectio                       | on D. Computation of Inves   | stment Income         | Percentage                 |                      |                     |                                       |                        |
|                              | vestment income percentage for <b>20</b><br>vestment income percentage from  |                       |                            | ine 13, column (f))  |                     | 17<br>18                              | <u>%</u><br>%          |
|                              | 1/3% support tests - 2022. If the  |                       |                            |                      |                     | · · · · · · · · · · · · · · · · · · · |                        |
|                              | bre than 33 1/3%, check this box ar  |                       |                            |                      |                     |                                       |                        |
|                              | 1/3% support tests - 2021. If the  |                       |                            |                      |                     |                                       | /3% and                |
|                              | e 18 is not more than 33 1/3%, che   |                       |                            |                      |                     |                                       |                        |
|                              | ivate foundation. If the organization  |                       |                            |                      |                     |                                       |                        |
| 232023 12                    |  | an did not check a    | <u>557 011 mile 14, 13</u> |                      |                     |                                       | dule A (Form 990) 2022 |
| 202023 12                    |  |                       | 18                         | 3                    |                     | Scile                                 |                        |

1

2

3a

3b

3c

4a

4b

4c

5a

5b

<u>5c</u>

6

7

8

9a

9b

9c

10a

10b

Yes No

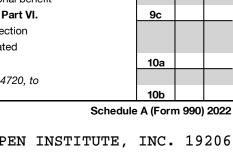
# Part IV Supporting Organizations

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

## Section A. All Supporting Organizations

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

232024 12-09-22



19

| Schedule A (Form 990) 2 | 2022 THE | ASPEN | INSTITUTE, |
|-------------------------|----------|-------|------------|
|-------------------------|----------|-------|------------|

Yes

2

No

|     | Yes | No         |
|-----|-----|------------|
|     |     |            |
|     |     |            |
| 11a |     |            |
| 11b |     |            |
|     |     |            |
| 11c |     |            |
|     | 11b | 11a<br>11b |

INC.

| 1 | Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? <i>If</i> " <i>No</i> ," <i>describe in</i> <b>Part VI</b> <i>how the supported organization(s)</i> 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 officers, directors, or trustees were allocated among the |   |
|---|---|---|
|   | supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.  | 1 |
| 2 | Did the organization operate for the benefit of any supported organization other than the supported   |   |
|   | organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in  |   |

Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated,

#### supervised, or controlled the supporting organization. Section C. Type II Supporting Organizations

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

| 110 30    | pponted orga | 11Zation (3).  |               |
|-----------|--------------|----------------|---------------|
| Section D | D. All Type  | III Supporting | Organizations |

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

## Section E. Type III Functionally Integrated Supporting Organizations

| 1 | Check the box next to the method that the organization used to s | satisfy the Integral Part | Test during the year  | (see instructions). |
|---|--|---------------------------|-----------------------|---------------------|
| • | Check the box heat to the method that the organization used to s |                           | i est during the year | (000 1100 000010)   |

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. |
|---|--|--|------------------------|
|---|--|--|------------------------|

| с |  | The organization | supported a | a governmental en | ity. Describ | e in <b>Part V</b> | how y | ou supported a | governmental entity | / (see instructions | s). |
|---|--|------------------|-------------|-------------------|--------------|--------------------|-------|----------------|---------------------|---------------------|-----|
|---|--|------------------|-------------|-------------------|--------------|--------------------|-------|----------------|---------------------|---------------------|-----|

20

- 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? If "Yes," then in **Part VI identify those supported organizations and explain** how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.
- b Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.
- 3 Parent of Supported Organizations. Answer lines 3a and 3b below.

a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? *If* "Yes" or "No" provide details in **Part VI.** 

b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? *If "Yes," describe in* **Part VI** *the role played by the organization in this regard.* 232025 12-09-22

3b | | Schedule A (Form 990) 2022

2a

2b

3a

Yes No

Part IV Supporting Organizations (continued)

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| Sche | dule A (Form 990) 2022 THE ASPEN INSTITUTE, INC.                              |               |                            | 84-0399006              | Page 6    |
|------|---|---------------|----------------------------|-------------------------|-----------|
|      | rt V Type III Non-Functionally Integrated 509(a)(3) Supporti                  | ng Orgar      | nizations                  |                         | U         |
| 1    | Check here if the organization satisfied the Integral Part Test as a qualifyi | ng trust on   | Nov. 20, 1970 ( explain in | Part VI). See inst      | ructions. |
|      | All other Type III non-functionally integrated supporting organizations mu    |               |                            |                         |           |
| Sect | ion A - Adjusted Net Income   |               | (A) Prior Year             | (B) Current<br>(optiona |           |
| 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             |                            |                         |           |
| Sect | ion B - Minimum Asset Amount  |               | (A) Prior Year             | (B) Current<br>(optiona |           |
| 1    | Aggregate fair market value of all non-exempt-use assets (see                 |               |                            |                         |           |
|      | instructions for short tax year or assets held for part of year):             |               |                            |                         |           |
| а    | Average monthly value of securities   | 1a            |                            |                         |           |
| b    | Average monthly cash balances   | 1b            |                            |                         |           |
| с    | Fair market value of other non-exempt-use assets                              | 1c            |                            |                         |           |
| d    | Total (add lines 1a, 1b, and 1c)  | 1d            |                            |                         |           |
| е    | Discount claimed for blockage or other factors                                |               |                            |                         |           |
|      | (explain in detail in Part VI):   |               |                            |                         |           |
| 2    | Acquisition indebtedness applicable to non-exempt-use assets                  | 2             |                            |                         |           |
| 3    | Subtract line 2 from line 1d.   | 3             |                            |                         |           |
| 4    | Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount,   |               |                            |                         |           |
|      | see instructions).  | 4             |                            |                         |           |
| 5    | Net value of non-exempt-use assets (subtract line 4 from line 3)              | 5             |                            |                         |           |
| 6    | Multiply line 5 by 0.035.   | 6             |                            |                         |           |
| 7    | Recoveries of prior-year distributions  | 7             |                            |                         |           |
| 8    | Minimum Asset Amount (add line 7 to line 6)                                   | 8             |                            |                         |           |
| Sect | ion C - Distributable Amount  |               |                            | Current Y               | 'ear      |
| 1    | Adjusted net income for prior year (from Section A, line 8, column A)         | 1             |                            |                         |           |
| 2    | Enter 0.85 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-function  | ally integrat | ed Type III supporting org | anization (see          |           |

Schedule A (Form 990) 2022

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instructions).

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Schedule A (Form 990) 2022

| 1     | Amounts paid to supported organizations to accomplish exer                   | npt purposes                      |                                       | 1  |   |
|-------|--|-----------------------------------|---------------------------------------|----|---|
| 2     | Amounts paid to perform activity that directly furthers exempt               | t purposes of supported           |                                       |    |   |
|       | organizations, in excess of income from activity                             |                                   |                                       | 2  |   |
| 3     | Administrative expenses paid to accomplish exempt purpose                    | s of supported organizations      |                                       | 3  |   |
| 4     | Amounts paid to acquire exempt-use assets                                    |                                   |                                       | 4  |   |
| 5     | Qualified set-aside amounts (prior IRS approval required - pro               | ovide details in <b>Part VI</b> ) |                                       | 5  |   |
| 6     | Other distributions ( <i>describe in</i> <b>Part VI</b> ). See instructions. |                                   |                                       | 6  |   |
| 7     | Total annual distributions. Add lines 1 through 6.                           |                                   |                                       | 7  |   |
| 8     | Distributions to attentive supported organizations to which th               | e organization is responsive      |                                       |    |   |
|       | (provide details in <b>Part VI</b> ). See instructions.                      | •                                 |                                       | 8  |   |
| 9     | Distributable amount for 2022 from Section C, line 6                         |                                   |                                       | 9  |   |
| 10    | Line 8 amount divided by line 9 amount                                       |                                   |                                       | 10 |   |
| Secti | on E - Distribution Allocations (see instructions)                           | (i)<br>Excess Distributions       | (ii)<br>Underdistributior<br>Pre-2022 | IS | (iii)<br>Distributable<br>Amount for 2022 |
| 1     | Distributable amount for 2022 from Section C, line 6                         |                                   |                                       |    |   |
| 2     | Underdistributions, if any, for years prior to 2022 (reason-                 |                                   |                                       |    |   |
|       | able cause required - explain in Part VI). See instructions.                 |                                   |                                       |    |   |
| 3     | Excess distributions carryover, if any, to 2022                              |                                   |                                       |    |   |
| а     | From 2017  |                                   |                                       |    |   |
| b     | From 2018  |                                   |                                       |    |   |
| с     | From 2019  |                                   |                                       |    |   |
| d     | From 2020  |                                   |                                       |    |   |
| е     | From 2021  |                                   |                                       |    |   |
| f     | Total of lines 3a through 3e   |                                   |                                       |    |   |
| 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: \$   |                                   |                                       |    |   |
| а     | Applied to underdistributions of prior years                                 |                                   |                                       |    |   |
| b     | Applied to 2022 distributable amount   |                                   |                                       |    |   |
| с     | 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. For result greater                |                                   |                                       |    |   |
|       | than zero, explain in Part VI. See instructions.                             |                                   |                                       |    |   |
| 6     | Remaining underdistributions for 2022. Subtract lines 3h                     |                                   |                                       |    |   |
|       | and 4b from line 1. For result greater than zero, explain in                 |                                   |                                       |    |   |
|       | Part VI. See instructions.   |                                   |                                       |    |   |
| 7     | Excess distributions carryover to 2023. Add lines 3j                         |                                   |                                       |    |   |
|       | and 4c.  |                                   |                                       |    |   |
| 8     | Breakdown of line 7:   |                                   |                                       |    |   |
| а     | Excess from 2018   |                                   |                                       |    |   |
| b     | Excess from 2019   |                                   |                                       |    |   |
| с     | Excess from 2020   |                                   |                                       |    |   |
| d     | Excess from 2021   |                                   |                                       |    |   |
| е     | Excess from 2022   |                                   |                                       |    |   |

Schedule A (Form 990) 2022 Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions

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**Current Year** 

84-0399006 Page **8** 

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

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

| 2018 AMOUNT: \$ | 443,054. |   |      |          |                  |
|-----------------|----------|---|------|----------|------------------|
| 2019 AMOUNT: \$ | 799,478. |   |      |          |                  |
| 2020 AMOUNT: \$ | 156,060. |   |      |          |                  |
| 2021 AMOUNT: \$ | 394,530. |   |      |          |                  |
| 2022 AMOUNT: \$ | 561,074. |   |      |          |                  |
|                 |          |   |      |          |                  |
|                 |          |   |      |          |                  |
|                 |          |   |      |          |                  |
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|                 |          |   |      |          |                  |
|                 |          |   |      |          |                  |
| 232028 12-09-22 |          | 2 |      | Schedule | A (Form 990) 202 |

#### \*\* PUBLIC DISCLOSURE COPY \*\*

# Schedule of Contributors

Attach to Form 990 or Form 990-PF. Go to www.irs.gov/Form990 for the latest information. OMB No. 1545-0047

2022

Employer identification number

84-0399006

Schedule B

Department of the Treasury

(Form 990)

Name of the organization

Organization type (check one):

| THE | ASPEN | INSTITUTE, | INC |
|-----|-------|------------|-----|
|-----|-------|------------|-----|

| Filers of:         | Section:   |
|--------------------|--|
| Form 990 or 990-EZ | X 501(c)( <sup>3</sup> ) (enter number) organization                             |
|                    | 4947(a)(1) nonexempt charitable trust <b>not</b> 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 property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

#### Special Rules

For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), 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 (entering "N/A" in column (b) instead of the contributor name and address), 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 for an *exclusively* set is the set in the set in the set in the set in the set is the set in the set in the set in the set in the set is the set in the set in the set in the set in the set is the set in the set in the set is the set in the set in the set in the set in the set is the set in the set in the set in the set in the set is the set in the set in the set in the set in the set is the set in the set in the set is the set in the set in the set is the set in the set in the set in the set in the set is the set in the set in the set in the set in the set is the set in the set in the set in the set in the set is the set in the set in the set is the set in the set in the set in the set is the set in the set in the set in the set in the set is the set in t

**Caution:** An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), 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 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

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

Schedule B (Form 990) (2022)

|            | 3 (Form 990) (2022)  | 1-                          | Page <b>2</b>  |
|------------|--|-----------------------------|--|
| Name of or | rganization  | En                          | nployer identification number  |
| THE ASPE   | N INSTITUTE, INC.  |                             | 84-0399006   |
| Part I     | Contributors (see instructions). Use duplicate copies of Part I if a | additional space is needed. |  |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                    | (c)<br>Total contributions  | (d)<br>Type of contribution  |
| 1          |  | \$10,054,855                | Person     X       Payroll     Image: Complete Part II for noncash contributions.)                               |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                    | (c)<br>Total contributions  | (d)<br>Type of contribution  |
| 2          |  | \$6,156,032                 | Person X<br>Payroll  |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                    | (c)<br>Total contributions  | (d)<br>Type of contribution  |
| 3          |  | \$5,432,525                 | Person X<br>Payroll  |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                    | (c)<br>Total contributions  | (d)<br>Type of contribution  |
| 4          |  | \$5,356,645                 | Person       Payroll         Payroll       Noncash         X       (Complete Part II for noncash contributions.) |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                    | (c)<br>Total contributions  | (d)<br>Type of contribution  |
| 5          |  | \$5,115,000                 | Person     X       Payroll   |
| (a)<br>No. | (b)<br>Name, address, and ZIP + 4                                    | (c)<br>Total contributions  | (d)<br>Type of contribution  |
| 6          |  | \$4,250,000                 | Person X<br>Payroll  |

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|              | 3 (Form 990) (2022)  | 1-                         | Page <b>2</b>  |
|--------------|--|----------------------------|--|
| Name of or   | rganization  | Emp                        | loyer identification number  |
| THE ASPE     | N INSTITUTE, INC.  |                            | 84-0399006   |
| Part I       | Contributors (see instructions). Use duplicate copies of Part I if a | dditional space is needed. |  |
| (a)<br>No.   | (b)<br>Name, address, and ZIP + 4                                    | (c)<br>Total contributions | (d)<br>Type of contribution  |
| 7            |  | \$3,425,000.               | Person     X       Payroll     Image: Complete Part II for noncash contributions.) |
| (a)<br>No.   | (b)<br>Name, address, and ZIP + 4                                    | (c)<br>Total contributions | (d)<br>Type of contribution  |
| 8            |  | \$3,266,833.               | PersonXPayrollNoncash(Complete Part II for<br>noncash contributions.)              |
| (a)          | (b)  | (c)                        | (d)  |
| 9            | Name, address, and ZIP + 4   | Total contributions        | Type of contribution         Person       X         Payroll                        |
| (a)<br>No.   | (b)<br>Name, address, and ZIP + 4                                    | (c)<br>Total contributions | (d)<br>Type of contribution  |
| 10           |  | \$3,000,350.               | PersonXPayrollImage: Complete Part II for<br>noncash contributions.)               |
| (a)<br>No.   | (b)<br>Name, address, and ZIP + 4                                    | (c)<br>Total contributions | (d)<br>Type of contribution  |
| 11           |  | \$2,985,000.               | Person     X       Payroll     Image: Complete Part II for noncash contributions.) |
| (a)<br>No.   | (b)<br>Name, address, and ZIP + 4                                    | (c)<br>Total contributions | (d)<br>Type of contribution  |
| 223452 11-15 |  | \$                         | Person Payroll Noncash (Complete Part II for noncash contributions.)               |

|                              | B (Form 990) (2022)   |   |              | Page                      |
|------------------------------|---|---|--------------|---------------------------|
| Name of o                    | organization  |   | Employ       | ver identification number |
| THE ASPI                     | EN INSTITUTE, INC.  |   | 84           | -0399006                  |
| Part II                      | Noncash Property (see instructions). Use duplicate copies of Pa | rt II if additional space is neede          | d.           |                           |
| (a)<br>No.<br>from<br>Part I | (b)<br>Description of noncash property given                    | (c)<br>FMV (or estimat<br>(See instructions |              | (d)<br>Date received      |
| 1                            | 65,573 SHARES OF AMZN   |   |              |                           |
|                              |   | \$9,495                                     | <u>,510.</u> | 11/25/22                  |
| (a)<br>No.<br>from<br>Part I | (b)<br>Description of noncash property given                    | (c)<br>FMV (or estimat<br>(See instructions |              | (d)<br>Date received      |
| 4                            | 2,370 SHARES OF GOOG  |   |              |                           |
|                              |   | \$5,356                                     | <u>,645.</u> | 06/24/22                  |
| (a)<br>No.<br>from<br>Part I | (b)<br>Description of noncash property given                    | (c)<br>FMV (or estimat<br>(See instructions |              | (d)<br>Date received      |
| 9                            | 10,000 SHARES OF CARV   |   |              |                           |
|                              |   | \$602                                       | <u>,213.</u> | 05/27/22                  |
| (a)<br>No.<br>from<br>Part I | (b)<br>Description of noncash property given                    | (c)<br>FMV (or estimat<br>(See instructions |              | (d)<br>Date received      |
|                              |   | <br>\$                                      |              |                           |
| (a)<br>No.<br>from<br>Part I | (b)<br>Description of noncash property given                    | (c)<br>FMV (or estimat<br>(See instructions |              | (d)<br>Date received      |
|                              |   | \$  |              |                           |
| (a)<br>No.<br>from<br>Part I | (b)<br>Description of noncash property given                    | (c)<br>FMV (or estimat<br>(See instructions |              | (d)<br>Date received      |
|                              |   |   |              |                           |
|                              |   | \$  |              |                           |

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| Schedule E                | 3 (Form 990) (2022)            |  | Page <b>4</b>   |
|---------------------------|--------------------------------|--|---|
| Name of or                | rganization                    |  | Employer identification number  |
| THE ASPE                  | N INSTITUTE, INC.              |  | 84-0399006  |
|                           |                                | through (e) and the following line entry.<br>haritable, etc., contributions of <b>\$1,000 or les</b> | on 501(c)(7), (8), or (10) that total more than \$1,000 for the year<br>For organizations |
| (a) No.<br>from<br>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, ar | nd ZIP + 4   | Relationship of transferor to transferee  |
| (a) No.                   |                                |  |   |
| from<br>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, ar | nd ZIP + 4   | Relationship of transferor to transferee  |
| (a) No.                   |                                |  |   |
| (a) No.<br>from<br>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, ar | nd ZIP + 4   | Relationship of transferor to transferee  |
| (-) No                    |                                |  |   |
| (a) No.<br>from<br>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, ar | nd ZIP + 4   | Relationship of transferor to transferee  |
|                           |                                |  |   |
|                           |                                |  |   |

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| SCHEDULE C   | Po   | litical Campaign  | and Lobbyin              | g Activities               | OMB No. 154                         | 45-0047   |
|--|--|---|--------------------------|----------------------------|-------------------------------------|-----------|
| (Form 990)   |  |   | -                        | -                          | 202                                 | ))        |
|  | For Organizations Exempt From Income Tax Under section 501(c) and section 527<br>Complete if the organization is described below. Attach to Form 990 or Form 990-EZ. |   |                          |                            |                                     |           |
| Department of the Treasury<br>Internal Revenue Service                 |  | to www.irs.gov/Form990 for i  |                          |                            | - Open to P<br>Inspect              |           |
|  |  |   |                          |                            | · · ·                               |           |
| -  |  | Form 990, Part IV, line 3, or Forplete Parts I-A and B. Do not co   |                          | le 46 (Political Campaig   | h Activities), then                 |           |
|  |  | 11(c)(3)) organizations: Complete   | •                        | Do not complete Part I-B   |                                     |           |
| <ul> <li>Section 527 organization</li> </ul>                           |  |   | Tanto TA and O below.    | bo not complete r art r b  | •                                   |           |
| U U  | •  | Form 990, Part IV, line 4, or Fo  | orm 990-EZ, Part VI, lir | ne 47 (Lobbying Activitie  | es), then                           |           |
|  |  | nave filed Form 5768 (election ur   |                          |                            |                                     |           |
| <ul> <li>Section 501(c)(3) org</li> </ul>                              | anizations that h  | nave NOT filed Form 5768 (electi  | on under section 501(h   | )): Complete Part II-B. Do | not complete Part II-A              | A.        |
| If the organization answ   | wered "Yes," on  | Form 990, Part IV, line 5 (Prox   | xy Tax) (See separate i  | nstructions) or Form 99    | 0-EZ, Part V, line 350              | c (Proxy  |
| Tax) (See separate inst  |  |   |                          |                            |                                     |           |
|  | , or (6) organizat   | ions: Complete Part III.  |                          |                            |                                     | <u> </u>  |
| Name of organization   |  |   |                          | Em                         | ployer identification               | number    |
| Part I-A Comple  |  | INSTITUTE, INC.<br>anization is exempt und  | or contion 501(a)        | r is a soction 527 d       | 84-0399006                          |           |
|  | ete il the org   | anization is exempt unu   |                          |                            | nganization.                        |           |
| 4. Describe a description  |  | a Maria da California da Ca | -1                       |                            |                                     |           |
|  |  | ation's direct and indirect politic   |                          |                            | ¢                                   |           |
| <ul><li>2 Political campaign a</li><li>3 Volunteer hours for</li></ul> | , ,  |   |                          |                            | \$                                  |           |
| 3 Volunteer nours for  | political campai   |   |                          |                            |                                     |           |
| Part I-B Comple  | ete if the org   | anization is exempt und   | er section 501(c)(3      | 3).                        |                                     |           |
|  | -  | incurred by the organization unc  |                          | -                          | \$                                  |           |
|  |  | incurred by organization manage   |                          |                            | \$                                  |           |
|  |  | n 4955 tax, did it file Form 4720   |                          |                            |                                     | No        |
|  |  |   |                          |                            |                                     | No No     |
| <b>b</b> If "Yes," describe ir   | n Part IV.   |   |                          |                            |                                     |           |
| Part I-C Comple  | ete if the org   | anization is exempt und   | er section 501(c),       | except section 501         | (c)(3).                             |           |
|  |  | by the filing organization for se   |                          |                            | \$                                  |           |
|  |  | ization's funds contributed to ot   | -                        |                            |                                     |           |
| exempt function ac   |  |   |                          |                            | \$                                  |           |
| •  | •  | . Add lines 1 and 2. Enter here a   |                          |                            | •                                   |           |
|  |  |   |                          |                            | \$<br>Yes                           | No        |
| 00   |  |   |                          |                            |                                     |           |
|  |  | ployer identification number (Ell<br>tion listed, enter the amount paid   |                          | -                          |                                     |           |
|  |  | omptly and directly delivered to a  |                          |                            |                                     |           |
|  | •  | additional space is needed, prov  |                          |                            | 0 0                                 |           |
| (a) Name   | 9  | (b) Address   | (c) EIN                  | (d) Amount paid from       | (e) Amount of p                     | olitical  |
|  |  |   |                          | filing organization's      | contributions rece                  | eived and |
|  |  |   |                          | funds. If none, enter -0   | promptly and c<br>delivered to a se |           |
|  |  |   |                          |                            | political organi                    | ization.  |
|  |  |   |                          |                            | If none, ente                       | r -0      |
|  |  |   |                          |                            |                                     |           |
|  |  |   |                          |                            |                                     |           |
|  |  |   |                          |                            |                                     |           |
|  |  |   |                          |                            |                                     |           |
|  |  |   |                          |                            |                                     |           |
|  |  |   |                          | +                          |                                     |           |
|  |  |   |                          |                            |                                     |           |
|  |  |   |                          |                            |                                     |           |
|  |  |   |                          |                            |                                     |           |
|  |  |   |                          | 1                          |                                     |           |
|  |  |   |                          |                            |                                     |           |
| For Paperwork Reduct   | ion Act Notice,  | see the Instructions for Form 9   | 990 or 990-EZ.           | •                          | Schedule C (Form 9                  | 990) 2022 |

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|  |             |               | UTE, INC.  |                           |                                     | 399006 Pag                    | e <b>2</b> |
|--|-------------|---------------|--|---------------------------|-------------------------------------|-------------------------------|------------|
| Part II-A Complete if the org                  | anizatio    | n is exen     | npt under section                                | n 501(c)(3) and file      | d Form 5768 (el                     | ection under                  |            |
| section 501(h)).                               |             |               |  |                           |                                     |                               |            |
|  |             |               |  | n Part IV each affiliated | group member's nam                  | e, address, EIN,              |            |
| expenses, and sha                              |             | , ,           | • •  |                           |                                     |                               |            |
| <b>B</b> Check if the filing organiza          | tion check  | ed box A ar   | nd "limited control" pro                         | ovisions apply.           |                                     |                               |            |
|  |             | oying Expe    |  |                           | <b>(a)</b> Filing<br>organization's | (b) Affiliated grou<br>totals | цр         |
| (The term "expend                              | ditures" m  | eans amou     | ints paid or incurred.)                          | )                         | totals                              |                               |            |
| 1a Total lobbying expenditures to influ        | uence pub   | lic opinion ( | grassroots lobbying)                             |                           |                                     |                               |            |
| <b>b</b> Total lobbying expenditures to influ  | -           |               |  |                           |                                     |                               |            |
| c Total lobbying expenditures (add li          |             |               |  |                           |                                     |                               |            |
| d Other exempt purpose expenditure             | es          |               |  |                           |                                     |                               |            |
| e Total exempt purpose expenditure             | s (add line | s 1c and 1d   | )  |                           |                                     |                               |            |
| f Lobbying nontaxable amount. Ente             | er the amo  | unt from the  | e following table in bot                         | h columns.                |                                     |                               |            |
| If the amount on line 1e, column (a) o         | r (b) is:   | The lob       | bying nontaxable am                              | ount is:                  |                                     |                               |            |
| Not over \$500,000                             |             | 20% of        | the amount on line 1e.                           |                           |                                     |                               |            |
| Over \$500,000 but not over \$1,000            | ,           |               | 0 plus 15% of the exc                            |                           |                                     |                               |            |
| Over \$1,000,000 but not over \$1,5            |             |               | 00 plus 10% of the exc                           |                           |                                     |                               |            |
| Over \$1,500,000 but not over \$17,            | 000,000     |               | 0 plus 5% of the exce                            | ess over \$1,500,000.     |                                     |                               |            |
| Over \$17,000,000                              |             | \$1,000,      | 000.   |                           |                                     |                               |            |
| g Grassroots nontaxable amount (en             | ter 25% of  | line 1f)      |  |                           |                                     |                               | _          |
| h Subtract line 1g from line 1a. If zer        |             | ,             |  |                           |                                     |                               |            |
| i Subtract line 1f from line 1c. If zero       |             |               |  |                           |                                     |                               |            |
| j If there is an amount other than ze          |             |               |  |                           |                                     |                               |            |
| reporting section 4911 tax for this            |             |               |  |                           |                                     | Yes                           | No         |
| <b>_</b>                                       |             | 4-Year Ave    | eraging Period Under                             | Section 501(h)            |                                     |                               |            |
| (Some organizations t                          |             |               | 01(h) election do not<br>ate instructions for li |                           | f the five columns b                | elow.                         |            |
|  | Lob         | oying Expe    | nditures During 4-Yea                            | ar Averaging Period       |                                     |                               |            |
| Colondar var                                   |             |               |  |                           |                                     |                               | _          |
| Calendar year<br>(or fiscal year beginning in) | (a)         | 2019          | <b>(b)</b> 2020                                  | (c) 2021                  | (d) 2022                            | (e) Total                     |            |
|  |             |               |  |                           |                                     |                               |            |
|  |             |               |  |                           |                                     |                               |            |
| 2a Lobbying nontaxable amount                  |             |               |  |                           |                                     |                               |            |
| <b>b</b> Lobbying ceiling amount               |             |               |  |                           |                                     |                               |            |
| (150% of line 2a, column(e))                   |             |               |  |                           |                                     |                               |            |
| • Total labbuing avpanditures                  |             |               |  |                           |                                     |                               |            |
| <u>c</u> Total lobbying expenditures           |             |               |  |                           |                                     |                               |            |
| d Grassroots nontaxable amount                 |             |               |  |                           |                                     |                               |            |
| e Grassroots ceiling amount                    |             |               |  |                           |                                     |                               |            |
| (150% of line 2d, column (e))                  |             |               |  |                           |                                     |                               |            |
|  |             |               |  |                           |                                     |                               |            |
| f Grassroots lobbying expenditures             |             |               |  |                           |                                     |                               |            |
|  |             |               |  |                           | School                              | ule C (Earm 990) 2            | 000        |

Schedule C (Form 990) 2022

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

| For e  | ach "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description   | (a)             |              | (b)        |       |
|--------|--|-----------------|--------------|------------|-------|
|        | e lobbying activity.   | Yes             | No           | Amo        | ount  |
| 1      | During the year, did the filing organization attempt to influence foreign, national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of: |                 |              |            |       |
| а      | Volunteers?  |                 | х            |            |       |
|        | Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?   | X               |              |            |       |
| с      | Media advertisements?  |                 | Х            |            |       |
|        | Mailings to members, legislators, or the public?   |                 | Х            |            |       |
| е      | Publications, or published or broadcast statements?  |                 | X            |            |       |
| f      | Grants to other organizations for lobbying purposes?   |                 | X            |            |       |
| g      | Direct contact with legislators, their staffs, government officials, or a legislative body?  | X               |              |            | 297.  |
| h      | Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?  | X               |              |            | 104.  |
| i      | Other activities?  |                 | X            |            |       |
| j      | Total. Add lines 1c through 1i   |                 |              |            | 401.  |
| 2a     | Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?  |                 | X            |            |       |
| b      | If "Yes," enter the amount of any tax incurred under section 4912  |                 |              |            |       |
| с      | If "Yes," enter the amount of any tax incurred by organization managers under section 4912   |                 |              |            |       |
|        | If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?   |                 | -1           |            |       |
| Par    | t III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(6).   | n 501(c)(       | o), or sec   | tion       |       |
|        |  |                 |              | Yes        | No    |
| 1      | Were substantially all (90% or more) dues received nondeductible by members?   |                 | 1            |            |       |
| 2      | Did the organization make only in-house lobbying expenditures of \$2,000 or less?  |                 | 2            |            |       |
| 3      | Did the organization agree to carry over lobbying and political campaign activity expenditures from th   |                 |              |            |       |
| Par    | t III-B Complete if the organization is exempt under section 501(c)(4), section  |                 |              |            |       |
|        | 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered<br>answered "Yes."  | 'No" OR         | (b) Part I   | II-A, line | 3, is |
| 1      | Dues, assessments and similar amounts from members   |                 | 1            |            |       |
| 2      | Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of politic  |                 |              |            |       |
|        | expenses for which the section 527(f) tax was paid).   |                 |              |            |       |
| а      | Current year   |                 | 2a           |            |       |
|        | Carryover from last year   |                 |              |            |       |
|        | Total  |                 |              |            |       |
| 3      |  |                 |              |            |       |
| 4      | If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the exce  | ess             |              |            |       |
|        | does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and po   | olitical        |              |            |       |
|        | expenditures next year?  |                 | 4            |            |       |
| 5      | Taxable amount of lobbying and political expenditures. See instructions  |                 | 5            |            |       |
| Par    | t IV Supplemental Information  |                 |              |            |       |
| Prov   | de the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group   | list); Part II- | A, lines 1 a | nd 2 (See  |       |
| instru | ctions); and Part II-B, line 1. Also, complete this part for any additional information.   |                 |              |            |       |
| PART   | II-B, LINE 1, LOBBYING ACTIVITIES:   |                 |              |            |       |
|        |  |                 |              |            |       |
| ALLC   | CATED SALARY EXPENSE FROM COMMUNICATION WITH LEGISLATORS REGARDING   |                 |              |            |       |

PENDING LEGISLATION.

Schedule C (Form 990) 2022

|             |  |  |  |                |               | No. 1545.0047          |  |
|-------------|--|--|--|----------------|---------------|------------------------|--|
|             | HEDULE D<br>n 990)   | Complete if the orga   | al Financial Statements<br>nization answered "Yes" on Form 990,    |                |               | <u>3 No. 1545-0047</u> |  |
| •<br>Denart | ment of the Treasury   |  | , 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.<br>ttach to Form 990. |                | 0             | pen to Public          |  |
| Interna     | rnal Revenue Service Go to www.irs.gov/Form990 for instructions and the latest information.                    |  |  |                |               |                        |  |
| Nam         | me of the organization Employer id   |  |  |                |               |                        |  |
| Pa          | rt I Organiza  |  | d Funds or Other Similar Funds or Ac                               | count          |               |                        |  |
|             | organizatior   | n answered "Yes" on Form 990, Part IV, lin                                   |  |                |               |                        |  |
|             |  |  | (a) Donor advised funds  | <b>b)</b> Func | ls and other  | accounts               |  |
| 1           |  | nd of year   |  |                |               |                        |  |
| 2           |  | f contributions to (during year)   |  |                |               |                        |  |
| 3<br>4      |  | f grants from (during year)  |  |                |               |                        |  |
| 5           |  |  | writing that the assets held in donor advised func                 | ls             |               |                        |  |
|             | -  |  | exclusive legal control?   |                | י 🗌 ו         | res 🗌 No               |  |
| 6           | Did the organizatio  | n inform all grantees, donors, and donor a                                   | dvisors in writing that grant funds can be used o                  | nly            |               |                        |  |
|             | for charitable purpe   | oses and not for the benefit of the donor o                                  | r donor advisor, or for any other purpose conferr                  | ing            |               | _                      |  |
| Pa          | impermissible priva  | ate benefit?   |  | 1              | L             | res No                 |  |
|             |  | ervation easements held by the organization                                  | ganization answered "Yes" on Form 990, Part IV,                    | line 7.        |               |                        |  |
| 1           |  | of land for public use (for example, recreation                              |  | orically i     | moortant lar  | nd area                |  |
|             |  | f natural habitat  | Preservation of a certi  | -              | -             |                        |  |
|             |  | of open space  |  |                |               |                        |  |
| 2           | Complete lines 2a  | through 2d if the organization held a qualif                                 | ied conservation contribution in the form of a co                  | nservati       | on easemer    | it on the last         |  |
|             | day of the tax year  |  |  |                | Held at the E | nd of the Tax Year     |  |
| а           | Total number of co   | onservation easements  |  | 2a             |               | 1                      |  |
| b           | v  |  |  | 2b             |               | 13.50                  |  |
| c           |  |  | ucture included in (a)   | 2c             |               |                        |  |
| d           |  | vation easements included in (c) acquired a<br>sted in the National Register | inter July 25,2006, and not on a                                   | 2d             |               |                        |  |
| 3           |  |  | eased, extinguished, or terminated by the organi                   | <u> </u>       | luring the ta | x                      |  |
|             | year   | 1  | , , , , , ,  |                | 5             |                        |  |
| 4           | Number of states v   | where property subject to conservation eas                                   | ement is located <u>1</u>  |                |               |                        |  |
| 5           | Does the organizat   | ion have a written policy regarding the per                                  | iodic monitoring, inspection, handling of                          |                |               |                        |  |
| -           |  | preement of the conservation easements it                                    |  |                | ·····         | res No                 |  |
| 6           | Staff and volunteer  | r hours devoted to monitoring, inspecting,                                   | handling of violations, and enforcing conservatio                  | n easer        | nents during  | the year               |  |
| 7           | Amount of oxpons   |  | ling of violations, and enforcing conservation eas                 | omonte         | during the    | Voor                   |  |
| '           | Amount of expense  | es incurred in monitoring, inspecting, nand                                  | ing of violations, and enforcing conservation eas                  | Sementa        | s during the  | year                   |  |
| 8           | Does each conserv  | <br>vation easement reported on line 2(d) abov                               | e satisfy the requirements of section 170(h)(4)(B)                 | (i)            |               |                        |  |
|             | and section 170(h)   | (4)(B)(ii)?  | •                            |                | 🗆 N           | res 🗌 No               |  |
| 9           | In Part XIII, describ  | e how the organization reports conservation                                  | on easements in its revenue and expense statem                     | ent and        | l             |                        |  |
|             | balance sheet, and   | I include, if applicable, the text of the footn                              | ote to the organization's financial statements that                | at descr       | ibes the      |                        |  |
| Dai         |  | ounting for conservation easements.  | Art, Historical Treasures, or Other S                              | imilar         | Accote        |                        |  |
| I U         |  | the organization answered "Yes" on Form                                      |  | mai            | A00010.       |                        |  |
|             |  | -  | 8, not to report in its revenue statement and bala                 | ance sh        | eet works     |                        |  |
|             | •  | •  | lic exhibition, education, or research in furtherar                |                |               |                        |  |
|             | 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 95                                      | 8, to report in its revenue statement and balance                  | sheet v        | works of      |                        |  |
|             |  | · · · · · · · · · · · · · · · · · · ·  | exhibition, education, or research in furtherance                  | of pub         | lic service,  |                        |  |
|             |  | ng amounts relating to these items:  |  |                |               |                        |  |
|             |  |  |  |                |               | 1,096,267.             |  |
| 0           | .,   |  | asures, or other similar assets for financial gain, r              |                | ;             | 1,050,207.             |  |
| 2           | -  | nts required to be reported under FASB A                                     |  | Jovide         |               |                        |  |
| а           | -  |  |  | \$             |               |                        |  |
|             |  |  |  |                |               |                        |  |

| $\mbox{LHA}$ For Paperwork Reduction Act Notice, see the Instructions for Form 990. |
|---|
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| 22 | 01030 | т |

| Sche |   | INSTITUTE, INC.         |                              |                       |                     | 84-0399      | 006              | Pa      | age <b>2</b> |
|------|---|-------------------------|------------------------------|-----------------------|---------------------|--------------|------------------|---------|--------------|
| Par  | t III Organizations Maintaining C                 | ollections of Art       | , Historical Tre             | asures, or Othe       | er Similar <i>I</i> | Assets       | (contin          | ued)    |              |
| 3    | Using the organization's acquisition, accession   | on, and other records   | , check any of the f         | ollowing that make    | significant us      | e of its     |                  |         |              |
|      | collection items (check all that apply):          |                         |                              |                       |                     |              |                  |         |              |
| а    | X Public exhibition                               | d                       | Loan or exc                  | hange program         |                     |              |                  |         |              |
| b    | Scholarly research                                | е                       | Other                        |                       |                     |              |                  |         |              |
| с    | Preservation for future generations               |                         |                              |                       |                     |              |                  |         |              |
| 4    | Provide a description of the organization's co    | ellections and explain  | how they further th          | e organization's exe  | empt purpose        | e in Part X  | III.             |         |              |
| 5    | During the year, did the organization solicit o   |                         |                              |                       |                     |              |                  |         |              |
|      | to be sold to raise funds rather than to be ma    |                         |                              |                       |                     |              | Yes              | X       | No           |
| Par  | t IV Escrow and Custodial Arran                   |                         |                              |                       | n Form 990, I       | Part IV, lir | ne 9, or         |         |              |
|      | reported an amount on Form 990, Pa                |                         | -                            |                       |                     |              |                  |         |              |
| 1a   | Is the organization an agent, trustee, custodi    | an or other intermedi   | ary for contributions        | s or other assets not | included            |              |                  |         |              |
|      | on Form 990, Part X?                              |                         |                              |                       |                     |              | Yes              |         | No           |
| b    | If "Yes," explain the arrangement in Part XIII    |                         |                              |                       |                     |              |                  |         |              |
|      |   |                         |                              |                       |                     |              | Amount           | :       |              |
| с    | Beginning balance                                 |                         |                              |                       | 1c                  |              |                  |         |              |
|      | Additions during the year                         |                         |                              |                       |                     |              |                  |         |              |
|      | Distributions during the year                     |                         |                              |                       |                     |              |                  |         |              |
| f    | Ending balance                                    |                         |                              |                       | 1f                  |              |                  |         |              |
| 2a   | Did the organization include an amount on Fe      |                         |                              |                       | ility?              |              | Yes              |         | No           |
| b    | If "Yes," explain the arrangement in Part XIII.   |                         |                              |                       |                     |              |                  |         | ]            |
| Par  | t V Endowment Funds. Complete i                   | f the organization and  | swered "Yes" on Fo           | rm 990, Part IV, line | 10.                 |              |                  |         |              |
|      |   | (a) Current year        | (b) Prior year               | (c) Two years back    | (d) Three yea       |              | (e) Four         | years   | back         |
| 1a   | Beginning of year balance                         | 178,705,742.            | 140,520,233.                 | 126,362,776.          | 115,098             | 8,677.       | 119,             | 077,    | 203.         |
| b    | Contributions                                     | 12,335,244.             | 17,309,092.                  | 10,938,289.           | 1,418               | 8,728.       | З,               | 995,    | 266.         |
| С    | Net investment earnings, gains, and losses        | -23,548,893.            | 30,072,140.                  | 10,092,783.           | 15,369              | 9,499.       | -4,              | 694,    | 709.         |
| d    | Grants or scholarships                            |                         |                              |                       |                     |              |                  |         |              |
| е    | Other expenditures for facilities                 |                         |                              |                       |                     |              |                  |         |              |
|      | and programs                                      | 22,324,087.             | 9,195,723.                   | 6,873,615.            | 5,524               | 4,128.       | З,               | 279,    | 083.         |
| f    | Administrative expenses                           |                         |                              |                       |                     |              |                  |         |              |
| g    | End of year balance                               | 145,168,006.            | 178,705,742.                 | 140,520,233.          | 126,362             | 2,776.       | 115,             | 098,    | 677.         |
| 2    | Provide the estimated percentage of the curr      | ent year end balance    | (line 1g, column (a)         | ) held as:            |                     |              |                  |         |              |
| а    | Board designated or quasi-endowment               | 29.8623                 | _%                           |                       |                     |              |                  |         |              |
| b    | Permanent endowment 50.3945                       | %                       |                              |                       |                     |              |                  |         |              |
| с    | Term endowment 19.7432                            | %                       |                              |                       |                     |              |                  |         |              |
|      | The percentages on lines 2a, 2b, and 2c show      | uld equal 100%.         |                              |                       |                     |              |                  |         |              |
| 3a   | Are there endowment funds not in the posse        | ssion of the organizat  | tion that are held ar        | nd administered for t | he                  |              | _                |         |              |
|      | organization by:                                  |                         |                              |                       |                     |              |                  | Yes     | No           |
|      | (i) Unrelated organizations                       |                         |                              |                       |                     |              | 3a(i)            |         | х            |
|      | (ii) Related organizations                        |                         |                              |                       |                     |              | 3a(ii)           |         | х            |
| b    | If "Yes" on line 3a(ii), are the related organiza | tions listed as require | ed on Schedule R?            |                       |                     |              | 3b               |         |              |
| 4    | Describe in Part XIII the intended uses of the    |                         | vment funds.                 |                       |                     |              |                  |         |              |
| Par  | t VI Land, Buildings, and Equipm                  |                         |                              |                       |                     |              |                  |         |              |
|      | Complete if the organization answere              | d "Yes" on Form 990     | , Part IV, line 11a. S       | ee Form 990, Part X   | , line 10.          |              |                  |         |              |
|      | Description of property                           | (a) Cost or ot          | • • •                        |                       | Accumulated         |              | ( <b>d)</b> Bool | k value | e            |
|      |   | basis (investm          | ,                            | , ,                   | epreciation         |              |                  |         |              |
|      | Land  |                         |                              | ,904,138.             |                     |              | ,                | 904,    |              |
|      | Buildings   |                         | 93                           | ,984,767.             | 33,078,00           | 06.          | 60,              | 906,    | 761.         |
|      | Leasehold improvements                            |                         |                              |                       |                     |              |                  |         | <u> </u>     |
| d    | Equipment   |                         |                              | <u>,632,878.</u>      | 5,078,26            |              |                  | 554,    |              |
|      | Other   |                         |                              | ,969,970.             | 6,867,13            | 31.          | ,                | 102,    |              |
| Tota | . Add lines 1a through 1e. (Column (d) must e     | qual Form 990, Part >   | <u>(, column (B), line 1</u> | 0c.)                  |                     |              |                  | 468,    |              |
|      |   |                         |                              |                       | S                   | chedule I    | D (Form          | ı 990)  | 2022         |

#### Part VII Investments - Other Securities.

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

| (a) Description of security or category (including name of security) | (b) Book value | (c) Method of valuation: Cost or end-of-year market value |
|--|----------------|---|
| (1) Financial derivatives  |                |   |
| (2) Closely held equity interests                                    |                |   |
| (3) Other  |                |   |
| (A) LIMITED PARTNERSHIPS   | 167,771,798.   | END-OF-YEAR MARKET VALUE                                  |
| (B) INVESTMENT CONTRACT  | 1,246,005.     | END-OF-YEAR MARKET VALUE                                  |
| (C)  |                |   |
| (D)  |                |   |
| (E)  |                |   |
| (F)  |                |   |
| (G)  |                |   |
| (H)  |                |   |
| Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.)     | 169,017,803.   |   |

#### 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. (Col. (b) must equal Form 990, Part X, col. (B) line 13.) |                |   |

### Part IX Other Assets.

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

| (a) Description  | (b) Book value |
|--|----------------|
| (1) OPERATING LEASE RIGHT-OF-USE ASSET                             | 46,597,705.    |
| (2) DEFERRED TAX ASSET   | 1,841,267.     |
| (3) SECURITY DEPOSITS  | 853,590.       |
| (4) INVESTMENT RELATED RECEIVABLES                                 | 20,000,000.    |
| (5)  |                |
| (6)  |                |
| (7)  |                |
| (8)  |                |
| (9)  |                |
| Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) | 69,292,562.    |
| Part X Other Liabilities.  |                |

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

| 1.     | (a) Description of liability                                | (b) Book value |
|--------|---|----------------|
| (1)    | Federal income taxes  |                |
| (2)    | OPERATING LEASE LIABILITY                                   | 59,557,725.    |
| (3)    | DEFERRED COMPENSATION                                       | 7,036,494.     |
| (4)    | CAPITAL LEASE OBLIGATIONS                                   | 16,090.        |
| (5)    |   |                |
| (6)    |   |                |
| (7)    |   |                |
| (8)    |   |                |
| (9)    |   |                |
| Total. | (Column (b) must equal Form 990, Part X, col. (B) line 25.) | 66,610,309.    |

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 FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ... X

Schedule D (Form 990) 2022

232053 09-01-22

| Sche | dule D (Form 990) 2022 THE ASPEN INSTITUTE, INC.                                 |           |                             | 84-03   | 99006 | Page 4   |
|------|--|-----------|-----------------------------|---------|-------|----------|
| Pa   | t XI Reconciliation of Revenue per Audited Financial Stateme                     | ents With | Revenue per Re <sup>-</sup> | turn.   |       |          |
|      | Complete if the organization answered "Yes" on Form 990, Part IV, line 12a       | l.        |                             |         |       |          |
| 1    | Total revenue, gains, and other support per audited financial statements         |           |                             | 1       | 152,9 | 972,648. |
| 2    | Amounts included on line 1 but not on Form 990, Part VIII, line 12:              |           |                             |         |       |          |
| а    | Net unrealized gains (losses) on investments                                     | 2a        | -37,324,235.                |         |       |          |
| b    | Donated services and use of facilities   | . 2b      | 203,427.                    |         |       |          |
| с    | Recoveries of prior year grants  | 2c        |                             |         |       |          |
| d    | Other (Describe in Part XIII.)   |           |                             |         |       |          |
| е    | Add lines 2a through 2d  |           |                             | 2e      | -37,1 | 20,808.  |
| 3    | Subtract line 2e from line 1   |           |                             | 3       | 190,0 | 93,456.  |
| 4    | Amounts included on Form 990, Part VIII, line 12, but not on line 1:             |           |                             |         |       |          |
| а    | Investment expenses not included on Form 990, Part VIII, line 7b                 | . 4a      | 1,200,859.                  |         |       |          |
| b    | Other (Describe in Part XIII.)   | 4b        | -1,532,389.                 |         |       |          |
| с    | Add lines <b>4a</b> and <b>4b</b>  |           |                             | 4c      | -3    | 331,530. |
| 5    | Total revenue. Add lines 3 and 4c. (This must equal Form 990. Part I. line 12.)  |           |                             | 5       | 189,7 | 761,926. |
| Pa   | rt XII Reconciliation of Expenses per Audited Financial Statem                   | ents With | Expenses per F              | leturn. |       |          |
|      | Complete if the organization answered "Yes" on Form 990, Part IV, line 12a       | l.        |                             |         |       |          |
| 1    | Total expenses and losses per audited financial statements                       |           |                             | 1       | 193,2 | 279,744. |
| 2    | Amounts included on line 1 but not on Form 990, Part IX, line 25:                |           |                             |         |       |          |
| а    | Donated services and use of facilities   | . 2a      | 203,427.                    |         |       |          |
| b    | Prior year adjustments   | 2b        |                             |         |       |          |
| с    | Other losses   | . 2c      |                             |         |       |          |
| d    | Other (Describe in Part XIII.)   | . 2d      | 1,342,294.                  |         |       |          |
| е    | Add lines 2a through 2d  |           |                             | 2e      | 1,5   | 545,721. |
| 3    | Subtract line 2e from line 1   |           |                             | 3       | 191,7 | 734,023. |
| 4    | Amounts included on Form 990, Part IX, line 25, but not on line 1:               |           |                             |         |       |          |
| а    | Investment expenses not included on Form 990, Part VIII, line 7b                 | . 4a      | 1,200,859.                  |         |       |          |
| b    | Other (Describe in Part XIII.)   | . 4b      | 423.                        |         |       |          |
| с    | Add lines <b>4a</b> and <b>4b</b>  |           |                             | 4c      | 1,2   | 201,282. |
| 5    | Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.) |           |                             | 5       | 192,9 | 935,305. |
| Pa   | rt 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.

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PART II, LINE 5:

THE INSTITUTE CONTINUES TO COMPLY WITH TERMS OF CONTRACT GOVERNING THE

CONSERVATION EASEMENT HELD, WHICH INCLUDES PROTECTION OF NATURAL HABITAT.

PART II, LINE 9:

THE INSTITUTE HOLDS A CONSERVATION EASEMENT ON THE BALANCE SHEET AND THE

CONTRIBUTED PARCEL OF LAND WAS BOOKED AS REVENUE FOR THE YEAR IT WAS

GIFTED.

PART III, LINE 4:

AT OUR ASPEN MEADOWS CAMPUS, ASPEN, COLORADO, WE HAVE A LARGE COLLECTION

OF ART THAT IS ON DISPLAY BOTH IN GALLERIES AND PUBLIC SPACES. IT IS

232054 09-01-22

| Schedule D (For | m 990) 2022 |
|-----------------|-------------|
|-----------------|-------------|

Part XIII Supplemental Information (continued)

THE ASPEN INSTITUTE, INC.

# ENJOYED BY GUESTS WHO VISIT AND STAY AT OUR RESORT. THIS ART COLLECTION IS MADE UP OF PHOTOS FROM FRANZ BERKO, OFFICIAL PHOTOGRAPHER FOR THE INSTITUTE, AS WELL AS ART IN VARIOUS MEDIUMS BY HERBERT BAYER. BAYER WAS THE ARCHITECT FOR OUR CAMPUS, AND ALSO DESIGNED SEVERAL OF THE LAND FORMS THROUGHOUT OUR PROPERTY. ONE GALLERY ON PROPERTY IS DEDICATED SOLELY TO THE WORK OF BAYER. ALTHOUGH THE ARTWORK IS HELD ON THE BOOKS AT COST. IT HAS AN INSURED FAIR VALUE OF \$3.1 MILLION. PART V, LINE 4: 4.5% OF A 12 QUARTER ROLLING AVERAGE OF THE FUNDS ARE USED TO FUND PROGRAMMATIC WORK OF THE INSTITUTE. PART X, LINE 2: MANAGEMENT OF THE INSTITUTE BELIEVES THAT IT HAS NO MATERIAL UNCERTAINTY IN INCOME TAXES AND, ACCORDINGLY, IT WILL NOT RECOGNIZE ANY LIABILITY FOR UNRECOGNIZED TAXES IN ITS FINANCIAL STATEMENTS. PART XI, LINE 4B - OTHER ADJUSTMENTS: SPECIAL EVENT EXPENSES -1,378,087. RENTAL EXPENSES -154,725. FOREIGN EXCHANGE LOSS 423. TOTAL TO SCHEDULE D, PART XI, LINE 4B -1,532,389. PART XII, LINE 2D - OTHER ADJUSTMENTS: SPECIAL EVENT EXPENSES 1,378,087. RENTAL EXPENSES 154,725. REFUNDED GRANTS -190,518. TOTAL TO SCHEDULE D, PART XII, LINE 2D 1,342,294. Schedule D (Form 990) 2022 232055 09-01-22 37 11161013 150872 192063 2022.04030 THE ASPEN INSTITUTE, INC. 192063\_1

|       | dule D (Form 990) 20<br>t XIII Suppleme |         |       | INSTITU | IE, INC | • |
|-------|---|---------|-------|---------|---------|---|
| nonte |   |         | (cont | inued)  |         |   |
|       |   |         |       |         |         |   |
|       |   |         |       |         |         |   |
|       |   |         |       |         |         |   |
|       |   | ADJUSTM |       |         |         |   |
|       |   |         |       |         |         |   |

FOREIGN EXCHANGE LOSS

423.

Schedule D (Form 990) 2022

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| Schedule D (Form 990) 2022 THE ASPE | IN |
|-------------------------------------|----|
|-------------------------------------|----|

| Internal Revenue Service                                | Go to www.irs.gov/Form990 for instructions and the latest information. Inspection |                              |  |                  |                    |                     |  |  |  |
|---|---|------------------------------|--|------------------|--------------------|---------------------|--|--|--|
| Name of the organization                                |   |                              |  |                  | Employer identi    | fication number     |  |  |  |
|   |   |                              |  |                  |                    |                     |  |  |  |
| THE ASPEN INSTITUTE, I<br>Part I General Info           |   | ctivities Out                | side the United States. Comple   |                  | 84-0399006         |                     |  |  |  |
| Form 990, Part  |   |                              | side the Onited States. Comple   | ete if the organ | ization answered " | Yes" on             |  |  |  |
| · · · · · · · · · · · · · · · · · · ·                   |   | maintain record              | Is to substantiate the amount of its gra   | ints and other a | assistance.        |                     |  |  |  |
| -   | -   |                              | he selection criteria used to award the  |                  |                    | Yes 🗌 No            |  |  |  |
|   |   |                              |  |                  |                    |                     |  |  |  |
| 2 For grantmakers. Des                                  | cribe in Part V the   | e organization's p           | procedures for monitoring the use of its   | s grants and ot  | her assistance out | side the            |  |  |  |
| United States.  |   |                              |  |                  |                    |                     |  |  |  |
| 3 Activities per Region. (<br>(a) Region                | he following Part<br>(b) Number of  |                              | n be duplicated if additional space is n<br>(d) Activities conducted in the region | ,                | vity listed in (d) | (f) Total           |  |  |  |
| (a) negion  | offices   | employees,                   | (by type) (such as, fundraising, pro-  |                  | gram service,      | expenditures        |  |  |  |
|   | in the region   |                              | gram services, investments, grants to  |                  | specific type      | for and investments |  |  |  |
|   |   | contractors<br>in the region | recipients located in the region)  | of service       | (s) in the region  | in the region       |  |  |  |
|   |   | Ŭ                            |  |                  |                    |                     |  |  |  |
|   |   |                              | PROGRAM SERVICES AND GRANTS  |                  |                    |                     |  |  |  |
| CENTRAL AMERICA AND                                     |   |                              | TO RECIPIENTS LOCATED IN   | GRANTS, MEE      | TINGS, AND         |                     |  |  |  |
| THE CARIBBEAN   | 0   | 0                            | REGION.  | PROGRAMMATI      | C ACTIVITIES       | 1,198,724.          |  |  |  |
|   |   |                              |  |                  |                    |                     |  |  |  |
| EAST ASIA AND THE                                       |   |                              | PROGRAM SERVICES AND GRANTS<br>TO RECIPIENTS LOCATED IN                            | GRANTS, MEE      |                    |                     |  |  |  |
| PACIFIC   | 0   |                              | REGION.  | , ,              | C ACTIVITIES       | 600,839.            |  |  |  |
|   |   |                              |  |                  |                    |                     |  |  |  |
|   |   |                              | PROGRAM SERVICES AND GRANTS  |                  |                    |                     |  |  |  |
| EUROPE (INCLUDING                                       |   |                              | TO RECIPIENTS LOCATED IN   | GRANTS, MEE      | TINGS, AND         |                     |  |  |  |
| ICELAND & GREENLAND)                                    | 0   | 0                            | REGION.  | PROGRAMMATI      | C ACTIVITIES       | 3,999,924.          |  |  |  |
|   |   |                              |  |                  |                    |                     |  |  |  |
|   |   |                              | PROGRAM SERVICES AND GRANTS  |                  | MINGG AND          |                     |  |  |  |
| MIDDLE EAST AND<br>NORTH AFRICA                         | 0   |                              | TO RECIPIENTS LOCATED IN<br>REGION.  | GRANTS, MEE      | C ACTIVITIES       | 1,119,657.          |  |  |  |
| NORTH AFRICA  | 0   | 0                            | REGION.  | FROGRAMMATI      |                    | 1,119,037.          |  |  |  |
|   |   |                              | PROGRAM SERVICES AND GRANTS  |                  |                    |                     |  |  |  |
|   |   |                              | TO RECIPIENTS LOCATED IN   | GRANTS, MEE      | TINGS, AND         |                     |  |  |  |
| NORTH AMERICA   | 0   | 0                            | REGION.  | PROGRAMMATI      | C ACTIVITIES       | 588,576.            |  |  |  |
|   |   |                              |  |                  |                    |                     |  |  |  |
|   |   |                              | AGENTS FOR CONDUCTING  |                  |                    |                     |  |  |  |
| RUSSIA AND  |   |                              |  | GRANTS, MEE      |                    | 0.8 200             |  |  |  |
| NEIGHBORING STATES                                      | 0   | 0                            | ACTIVITIES.  | PROGRAMMATI      | C ACTIVITIES       | 98,200.             |  |  |  |
|   |   |                              | PROGRAM SERVICES AND GRANTS  |                  |                    |                     |  |  |  |
|   |   |                              |  | GRANTS, MEE      | TINGS, AND         |                     |  |  |  |
| SOUTH AMERICA   | 0   | 0                            | REGION.  | PROGRAMMATI      | C ACTIVITIES       | 1,435,346.          |  |  |  |
|   |   |                              |  |                  |                    |                     |  |  |  |
|   |   |                              | PROGRAM SERVICES AND GRANTS  |                  |                    |                     |  |  |  |
|   |   |                              |  | GRANTS, MEE      |                    | <b></b>             |  |  |  |
| SOUTH ASIA  | 0   | 0                            | REGION.  | PROGRAMMATI      | C ACTIVITIES       | 538,705.            |  |  |  |
| <b>3 a</b> Subtotal<br><b>b</b> Total from continuation |   | 0                            |  |                  |                    | 9,579,971.          |  |  |  |
| sheets to Part I  | 0   | 0                            |  |                  |                    | 4,113,256.          |  |  |  |
| c Totals (add lines 3a                                  |   |                              |  |                  |                    | , <u>, , .</u>      |  |  |  |

Statement of Activities Outside the United States Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15, or 16. Attach to Form 990.

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

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Schedule F (Form 990) 2022

13,693,227.

OMB No. 1545-0047

**Open to Public** 

232071 10-17-22

and 3b)

SCHEDULE F (Form 990)

Department of the Treasury

| Schedule F (Form 990) | THE ASPEN IN                              | STITUTE, INC   | •   | 84-0399006   | Page 1   |
|-----------------------|---|--|---|--|--|
| Part I Continuatio    | n of Activities                           | s per Region   | • (Schedule F (Form 990), Part I, line 3  | )  |  |
| <b>(a)</b> Region     | (b) Number of<br>offices<br>in the region | (c) Number of<br>employees or<br>agents in<br>region | (d) Activities conducted in region<br>(by type) (i.e., fundraising,<br>program services, grants to<br>recipients located in the region) | <ul> <li>(e) If activity listed in (d)<br/>is a program service,<br/>describe specific type<br/>of service(s) in region</li> </ul> | <b>(f)</b> Total<br>expenditures<br>for region |
| SUB-SAHARAN AFRICA    | 0   |  |   | GRANTS, MEETINGS, AND<br>PROGRAMMATIC ACTIVITIES   | 4,113,256.                                     |
|                       |   |  |   |  |  |
|                       |   |  |   |  |  |
|                       |   |  |   |  |  |
|                       |   |  |   |  |  |
|                       |   |  |   |  |  |
|                       |   |  |   |  |  |
|                       |   |  |   |  |  |
|                       |   |  |   |  |  |
|                       |   |  |   |  |  |
| Totals                |   |  |   |  | 4,113,256.                                     |
|                       |   |  |   |  | ±,113,230.                                     |

232181 04-01-22 THE ASPEN INSTITUTE, INC.

84-0399006

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<br>(a) Name of organization | (b) IRS code section<br>and EIN (if applicable) | (c) Region                    | <b>(d)</b> Purpose of grant     | (e) Amount<br>of cash grant | (f) Manner of cash disbursement         | <b>(g)</b> Amount of<br>noncash<br>assistance | (h) Description<br>of noncash<br>assistance | (i) Method of<br>valuation (book, FMV<br>appraisal, other) |
|-------------------------------|---|-------------------------------|---------------------------------|-----------------------------|---|---|---|--|
|                               |   |                               |                                 |                             |   |   |   |  |
|                               |   | SUB-SAHARAN                   | SUPPORT AMP HEALTH              |                             |   |   |   |  |
|                               |   | AFRICA                        | WORK                            | 1,354,292.                  | WIRE TRANSFER                           | 0.  |   |  |
|                               |   |                               |                                 |                             |   |   |   |  |
|                               |   | CENTRAL AMERICA               |                                 |                             |   |   |   |  |
|                               |   |                               | SUPPORT GEDI PROJECT            | 600,000.                    | WIRE TRANSFER                           | 0.  |   |  |
|                               |   |                               |                                 |                             |   |   |   |  |
|                               |   |                               |                                 |                             |   |   |   |  |
|                               |   | CENTRAL AMERICA               |                                 | 506 042                     |   | 0   |   |  |
|                               |   | AND THE CARIBBEAN             | SUPPORT GEDI PROJECT            | 596,942.                    | WIRE TRANSFER                           | 0.  |   |  |
|                               |   |                               |                                 |                             |   |   |   |  |
|                               |   |                               |                                 |                             |   |   |   |  |
|                               |   | EUROPE                        | SUPPORT GEDI PROJECT            | 532,700.                    | WIRE TRANSFER                           | 0.  |   |  |
|                               |   |                               |                                 |                             |   |   |   |  |
|                               |   | MIDDLE EAST AND               | STEVENS INITIATIVE              |                             |   |   |   |  |
|                               |   | NORTH AFRICA                  | CULTURAL EXCHANGE               | 477,321.                    | WIRE TRANSFER                           | Ο.  |   |  |
|                               |   |                               |                                 |                             |   |   |   |  |
|                               |   |                               |                                 |                             |   |   |   |  |
|                               |   | SUB-SAHARAN<br>AFRICA         | SUPPORT CHAPTER<br>OPERATIONS   | 369 591                     | WIRE TRANSFER                           | 0.  |   |  |
|                               |   | ni ki ch                      |                                 | 305,351.                    |   |   |   |  |
|                               |   |                               |                                 |                             |   |   |   |  |
|                               |   |                               | SUPPORT GOYN                    |                             |   |   |   |  |
|                               |   | SOUTH AMERICA                 | INITIATIVE                      | 346,334.                    | WIRE TRANSFER                           | 0.  |   | _  |
|                               |   | NORTH AMERICA -<br>CANADA AND |                                 |                             |   |   |   |  |
|                               |   |                               | SUPPORT CHAPTER                 |                             |   |   |   |  |
|                               |   | · ·                           | OPERATIONS IN MEXICO            | 305,594.                    | WIRE TRANSFER                           | ο.  |   |  |
| 2 Enter total number of       |   |                               | ecognized as charities by the t |                             |   |   |   |  |
|                               |   |                               | or counsel has provided a sect  |                             | -                                       | ▶   |   | 2  |
| 3 Enter total number of       | -   |                               |                                 |                             | • | <b>&gt;</b>                                   |   | 1  |

Schedule F (Form 990) 2022

Page 2

| chedule F (Form 990)                                     |   | EN INSTITUTE, INC.              |  | 84-0399006 |   |  |  |   |  |
|--|---|---------------------------------|--|------------|---|--|--|---|--|
| Part II Continuation of<br>1<br>(a) Name of organization | f Grants and Other<br>(b) IRS code section<br>and EIN (if applicable) | (a) Pagion                      | tions or Entities Outside the<br>(d) Purpose of<br>grant | (e) Amount | (Schedule F (Form 9<br>(f) Manner of<br>cash disbursement | 90), Part II, line 1)<br>(g) Amount of<br>non-cash<br>assistance | (h) Description<br>of non-cash<br>assistance | (i) Method of<br>valuation (book, FM<br>appraisal, other) |  |
|  |   | MIDDLE EAST AND<br>NORTH AFRICA | STEVENS INITIATIVE<br>CULTURAL EXCHANGE                  | 219,773.   | WIRE TRANSFER   | 0.   |  |   |  |
|  |   | EAST ASIA AND THE<br>PACIFIC    | CHAPTER OPERATIONS<br>SUPPORT                            | 170,041.   | WIRE TRANSFER   | 0.   |  |   |  |
|  |   | MIDDLE EAST AND<br>NORTH AFRICA | STEVENS INITIATIVE<br>CULTURAL EXCHANGE                  | 137,599.   | WIRE TRANSFER   | 0.   |  |   |  |
|  |   | SOUTH AMERICA                   | SUPPORT CHAPTER<br>OPERATIONS IN BRAZIL                  | 117,082.   | WIRE TRANSFER   | 0.   |  |   |  |
|  |   | SOUTH AMERICA                   | SUPPORT GOYN<br>INITIATIVE                               | 101,000.   | WIRE TRANSFER   | 0.   |  |   |  |
|  |   | SOUTH ASIA                      | CHAPTER OPERATIONS<br>SUPPORT                            | 95,534.    | WIRE TRANSFER   | 0.   |  |   |  |
|  |   | SUB-SAHARAN<br>AFRICA           | CHAPTER OPERATIONS<br>SUPPORT                            | 92,705.    | WIRE TRANSFER   | 0.   |  |   |  |
|  |   | SOUTH ASIA                      | SUPPORT GOYN<br>INITIATIVE                               | 91,200.    | WIRE TRANSFER   | 0.   |  |   |  |
|  |   | SUB-SAHARAN<br>AFRICA           | SUPPORT GOYN<br>INITIATIVE                               | 82,000.    | WIRE TRANSFER   | 0.   |  |   |  |

| Schedule F (Form 990)         | THE ASP   | EN INSTITUTE, INC.              |   |                             | 84-0399                         | Page <b>2</b>                           |  |  |
|-------------------------------|---|---------------------------------|---|-----------------------------|---------------------------------|---|--|--|
| Part II Continuation of       | of Grants and Other   | Assistance to Organiza          | ations or Entities Outside the  | United States.              | (Schedule F (Form 9             | 90), Part II, line 1)                   |  |  |
| 1<br>(a) Name of organization | me of organization (b) IRS code section<br>and EIN (if applicable) (c) Region |                                 | (d) Purpose of<br>grant   | (e) Amount<br>of cash grant | (f) Manner of cash disbursement | (g) Amount of<br>non-cash<br>assistance | (h) Description<br>of non-cash<br>assistance | (i) Method of<br>valuation (book, FMV<br>appraisal, other) |
|                               |   | MIDDLE EAST AND<br>NORTH AFRICA | STEVENS INITIATIVE<br>CULTURAL EXCHANGE                                   | 80,954.                     | WIRE TRANSFER                   | 0.                                      |  |  |
|                               |   | SUB-SAHARAN<br>AFRICA           | SUPPORT GOYN<br>INITIATIVE  | 77,000.                     | WIRE TRANSFER                   | 0.                                      |  |  |
|                               |   | MIDDLE EAST AND<br>NORTH AFRICA | STEVENS INITIATIVE<br>CULTURAL EXCHANGE                                   | 76,078.                     | WIRE TRANSFER                   | 0.                                      |  |  |
|                               |   | SUB-SAHARAN<br>AFRICA           | SUPPORTING START-UPS<br>IN RWANDA   | 70,727.                     | WIRE TRANSFER                   | 0.                                      |  |  |
|                               |   | SUB-SAHARAN<br>AFRICA           | PROMOTING WOMEN LED<br>MARKETS IN MALAWI                                  | 62,469.                     | WIRE TRANSFER                   | 0.                                      |  |  |
|                               |   | MIDDLE EAST AND<br>NORTH AFRICA | STEVENS INITIATIVE<br>CULTURAL EXCHANGE                                   | 58,306.                     | WIRE TRANSFER                   | 0.                                      |  |  |
|                               |   | SOUTH AMERICA                   | CHAPTER OPERATIONS<br>SUPPORT   | 58,113.                     | WIRE TRANSFER                   | 0.                                      |  |  |
|                               |   | MIDDLE EAST AND<br>NORTH AFRICA | WOMEN'S LEADERSHIP<br>VIRTUAL EXCHANGE:<br>YOUTH SHARE DIGITAL<br>STORIES | 54,626.                     | WIRE TRANSFER                   | 0.                                      |  |  |
|                               |   | SUB-SAHARAN<br>AFRICA           | SUPPORT CHAPTER<br>OPERATIONS IN AFRICA                                   |                             | WIRE TRANSFER                   | 0.                                      |  |  |

| chedule F (Form 990)                                     |  | EN INSTITUTE, INC. |  | 84-0399006 Pa |   |  |  |  |  |
|--|--|--------------------|--|---------------|---|--|--|--|--|
| Part II Continuation of<br>1<br>(a) Name of organization | of Grants and Other (<br>(b) IRS code section<br>and EIN (if applicable) | (a) Region         | tions or Entities Outside the<br>(d) Purpose of<br>grant | (e) Amount    | (Schedule F (Form 9<br>(f) Manner of<br>cash disbursement | 90), Part II, line 1)<br>(g) Amount of<br>non-cash<br>assistance | (h) Description<br>of non-cash<br>assistance | <b>(i)</b> Method of<br>valuation (book, FM<br>appraisal, other) |  |
|  |  |                    |  |               |   |  |  |  |  |
|  |  |                    |  |               |   |  |  |  |  |
|  |  | SUB-SAHARAN        |  |               |   |  |  |  |  |
|  |  | AFRICA             | SUPPORT GEDI PROJECT                                     | 46,805.       | WIRE TRANSFER   | 0.   |  |  |  |
|  |  |                    |  |               |   |  |  |  |  |
|  |  | SOUTH AMERICA      | SUPPORT GEDI PROJECT                                     | 45 248.       | WIRE TRANSFER   | 0.   |  |  |  |
|  |  |                    |  |               |   |  |  |  |  |
|  |  |                    | SUPPORT CHAPTER  |               |   |  |  |  |  |
|  |  | SOUTH AMERICA      | OPERATIONS   | 43,552.       | WIRE TRANSFER   | 0.   |  |  |  |
|  |  |                    |  |               |   |  |  |  |  |
|  |  |                    |  |               |   |  |  |  |  |
|  |  | SOUTH AMERICA      | SUPPORT GEDI PROJECT                                     | 30,000.       | WIRE TRANSFER   | ٥.   |  |  |  |
|  |  |                    |  |               |   |  |  |  |  |
|  |  |                    | SUPPORT EQUITY AT THE                                    |               |   |  |  |  |  |
|  |  | SOUTH ASIA         | LAST MILE INITIATIVE                                     | 30,000.       | WIRE TRANSFER   | 0.   |  |  |  |
|  |  |                    |  |               |   |  |  |  |  |
|  |  |                    | CAPACITY PLANNING  |               |   |  |  |  |  |
|  |  | SOUTH ASIA         | WORK   | 24,000.       | WIRE TRANSFER   | 0.   |  |  |  |
|  |  |                    |  |               |   |  |  |  |  |
|  |  |                    |  | 00.450        |   |  |  |  |  |
|  |  | SOUTH AMERICA      | SUPPORT GEDI PROJECT                                     | 22,452.       | WIRE TRANSFER   | 0.   |  |  |  |
|  |  |                    |  |               |   |  |  |  |  |
|  |  | SOUTH ASIA         | 2022 MCNULTY CATALYST<br>FUND EAST MOJO                  | 20 000        | WIRE TRANSFER   | 0.   |  |  |  |
|  |  |                    | I OND EADT MOUD  | 20,000.       | THE INANOPER  | · ·  |  |  |  |
|  |  |                    |  |               |   |  |  |  |  |
|  |  | SOUTH ASIA         | 2022 SPARK GRANT<br>RECIPIENT                            | 20 000        | WIRE TRANSFER   | 0.   |  |  |  |

| Schedule F (Form 990)         | THE ASP   | EN INSTITUTE, INC.              |   |                             | Page <b>2</b>                   |   |  |   |
|-------------------------------|---|---------------------------------|---|-----------------------------|---------------------------------|---|--|---|
|                               | of Grants and Other                             | Assistance to Organiza          | tions or Entities Outside the                               | United States.              | (Schedule F (Form 9             |   |  | 1   |
| 1<br>(a) Name of organization | (b) IRS code section<br>and EIN (if applicable) |                                 | <b>(d)</b> Purpose of grant                                 | (e) Amount<br>of cash grant | (f) Manner of cash disbursement | (g) Amount of<br>non-cash<br>assistance | (h) Description<br>of non-cash<br>assistance | (i) Method of<br>valuation (book, FMV,<br>appraisal, other) |
|                               |   | SUB-SAHARAN<br>AFRICA           | 2022 CATALYST FUND<br>AWARD NUTM                            | 20,000.                     | WIRE TRANSFER                   | 0.                                      |  |   |
|                               |   | SUB-SAHARAN<br>AFRICA           | 2022 SPARK GRANT<br>RECIPIENT                               | 20,000.                     | WIRE TRANSFER                   | 0.                                      |  |   |
|                               |   | MIDDLE EAST AND<br>NORTH AFRICA | MCNULTY FOUNDATION<br>SUB AWARD RECIPIENT<br>PAYMENT 1 OF 2 | 15,000.                     | WIRE TRANSFER                   | 0.                                      |  |   |
|                               |   | SUB-SAHARAN<br>AFRICA           | SUPPORT COMMUNITIES<br>FIRST CATALYST FUND                  | 13,000.                     | WIRE TRANSFER                   | 0.                                      |  |   |
|                               |   | SUB-SAHARAN<br>AFRICA           | SUPPORT COMMUNITIES<br>FIRST CATALYST FUND                  | 13,000.                     | WIRE TRANSFER                   | 0.                                      |  |   |
|                               |   |                                 |   |                             |                                 |   |  |   |
|                               |   |                                 |   |                             |                                 |   |  |   |
|                               |   |                                 |   |                             |                                 |   |  |   |
|                               |   |                                 |   |                             |                                 |   |  |   |

| 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 | <b>(e)</b> Manner of cash disbursement |  |  |  |  |

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.

| (a) Type of grant or assistance | (b) Region        | (c) Number of recipients | (d) Amount of cash grant | (e) Manner of<br>cash disbursement | <b>(f)</b> Amount of<br>noncash<br>assistance | <b>(g)</b> Description of noncash assistance | (h) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) |
|---------------------------------|-------------------|--------------------------|--------------------------|------------------------------------|---|--|--|
|                                 |                   |                          |                          |                                    |   |  |  |
|                                 | EAST ASIA AND THE |                          |                          |                                    |   |  |  |
| HONORARIUM                      | PACIFIC           | 4                        | 18,000.                  | WIRE                               | 0.  |  |  |
|                                 |                   |                          |                          |                                    |   |  |  |
|                                 | EAST ASIA AND THE |                          |                          |                                    |   |  |  |
| AWARDS                          | PACIFIC           | 6                        | 4,565.                   | WIRE                               | 0.  |  |  |
|                                 | EUROPE (INCLUDING |                          |                          |                                    |   |  |  |
|                                 | ICELAND AND       |                          |                          |                                    |   |  |  |
| HONORARIUM                      | GREENLAND)        | 4                        | 22,000.                  | WIRE                               | Ο.  |  |  |
|                                 |                   |                          |                          |                                    |   |  |  |
|                                 | MIDDLE EAST AND   |                          |                          |                                    |   |  |  |
| HONORARIUM                      | NORTH AFRICA      | 4                        | 4,000.                   | WIRE                               | 0.  |  |  |
|                                 |                   |                          |                          |                                    |   |  |  |
|                                 |                   |                          |                          |                                    |   |  |  |
|                                 | MIDDLE EAST AND   |                          |                          |                                    |   |  |  |
| AWARDS                          | NORTH AFRICA      | 2                        | 934.                     | WIRE                               | 0.  |  |  |
|                                 | RUSSIA AND THE    |                          |                          |                                    |   |  |  |
|                                 | NEWLY INDEPENDENT |                          |                          |                                    |   |  |  |
| HONORARIUM                      | STATES            | 1                        | 500.                     | WIRE                               | 0.  |  |  |
|                                 |                   |                          |                          |                                    |   |  |  |
|                                 |                   |                          |                          |                                    |   |  |  |
|                                 | SUB-SAHARAN       |                          | 10.000                   | WIDE                               |   |  |  |
| HONORARIUM                      | AFRICA            | 4                        | 10,000.                  | WIRE                               | 0.  |  |  |
|                                 |                   |                          |                          |                                    |   |  |  |
|                                 | SUB-SAHARAN       |                          |                          |                                    |   |  |  |
| AWARDS                          | AFRICA            | 1                        | 482.                     | WIRE                               | 0.  |  |  |
|                                 |                   |                          |                          |                                    |   |  |  |
|                                 |                   |                          |                          |                                    |   |  |  |
|                                 |                   |                          |                          |                                    |   |  |  |

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THE ASPEN INSTITUTE, INC. Schedule F (Form 990) 2022

84-0399006

| 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)  | X Yes | No 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   | XNO   |
|   |  |       |       |
| 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   | X 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   | X 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   | X 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)  | X Yes | No    |
|   |  |       |       |
|   |  |       |       |

| 84-0399006 | Page 5 |
|------------|--------|
|------------|--------|

## Part V Supplemental Information

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

PART I, LINE 2:

THE INSTITUTE PERIODICALLY ENGAGES OTHER ENTITIES TO FURTHER THE

OBJECTIVES SET FORTH IN OUR GRANT AGREEMENTS. THIS IS TYPICALLY DONE VIA

SUB-AWARDS OR RE-GRANTS THAT RUN CONCURRENTLY WITH THE PRIME AWARD IN

WHICH THE SUB RECIPIENTS ARE ADVISED OF ALL APPLICABLE LAWS AND

REGULATIONS, AND ALL APPROPRIATE FLOW-DOWN PROVISIONS FROM THE PRIME

AGREEMENT. ALL SUB GRANTEES OR SERVICE PROVIDERS MUST ALSO CERTIFY THAT

THEY DO NOT AND WILL NOT KNOWINGLY PROVIDE MATERIAL SUPPORT OR RESOURCES

TO ANY INDIVIDUAL OR ENTITY INVOLVED WITH TERRORISM (INCLUDING ANY

INDIVIDUALS, ENTITIES, OR GROUPS SUBJECT TO OFAC SANCTIONS) OR TO ANYONE

WHO ACTS AS AN AGENT FOR SUCH AN INDIVIDUAL OR ENTITY. ANY VIOLATION OF

THIS CERTIFICATION MUST BE GROUNDS FOR IMMEDIATE TERMINATION OF THE

LETTER OF AGREEMENT AND RETURN OF ALL GRANT FUNDS.

THE FREQUENCY AND SCOPE OF THE RESEARCH PROGRAM'S MONITORING PROCEDURES

ARE DETERMINED JOINTLY BY THE RESPONSIBLE PROGRAM MANAGER AND RESPECTIVE

GRANT ADMINISTRATOR/FINANCIAL ANALYST. THIS INCLUDES THE ROUTINE RECEIPT

AND REVIEW OF THE NARRATIVE AND FINANCIAL REPORTS, A REVIEW OF EXPENSES

TO BUDGET. THE OPTION TO PERFORM AUDITS. AND ALLOWS FOR THE PERFORMANCE

OF SITE VISITS IF NECESSARY. THE INSTITUTE IS NOTIFIED WHENEVER PROBLEMS,

DELAYS OR OTHER CONDITIONS DEVELOP WHICH WOULD HAVE SIGNIFICANT IMPACT

UPON THE PROJECT. BUDGET REVISIONS ARE ALLOWED WITHIN THE PARAMETERS SET

FORTH IN EACH SUB AWARD. THE PAYMENT SCHEDULE AND THE DEGREE OF

FLEXIBILITY OFFERED MAY DEPEND ON PREVIOUS EXPERIENCE WITH THE RECIPIENT,

THE DEGREE OF EXTERNAL OVERSIGHT BY OTHER PARTIES, AND THE SOPHISTICATION

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OF THE RECIPIENT'S ADMINISTRATIVE SYSTEMS.

232075 10-17-22

| Schedule F (Form 990) 2022 THE ASPEN INSTITUTE, INC.   | 84-0399006               | Page <b>5</b> |
|--|--------------------------|---------------|
| Part V Supplemental Information  |                          |               |
| Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting |                          |               |
| 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 informat      | ion. See instructions.   |               |
| PARTICIPANTS ARE EXPECTED TO COMPLY WITH ALL RELEVANT U.S. LAWS. PRIOR TO  |                          |               |
| ISSUING AWARDS TO FOREIGN ENTITIES, THE PROGRAMS ARE BEING ASKED TO  |                          |               |
| COMPLETE A DUE DILIGENCE CHECKLIST, WHICH INCLUDES ADDITIONAL INFORMATION  |                          |               |
| ABOUT THE SUB RECIPIENT INCLUDING: ANY REASONABLY AVAILABLE HISTORICAL   |                          |               |
| INFORMATION ABOUT THE GRANTEE THAT ASSURES THE INSTITUTE OF THE GRANTEE'S  |                          |               |
| IDENTITY AND INTEGRITY SUCH AS THE JURISDICTION IN WHICH A GRANTEE   |                          |               |
| ORGANIZATION IS INCORPORATED OR FORMED; COPIES OF INCORPORATING OR OTHER   |                          |               |
| GOVERNING INSTRUMENTS; INFORMATION ON THE INDIVIDUALS WHO FORMED AND   |                          |               |
| OPERATE THE ORGANIZATION; AND INFORMATION RELATING TO THE GRANTEE'S  |                          |               |
| OPERATING HISTORY; THE GRANTEE OR SERVICE PROVIDER'S NAME IN ENGLISH, AND  |                          |               |
| THE LANGUAGE OF ORIGIN, AND ANY ACRONYM OR OTHER NAMES USED TO IDENTIFY  |                          |               |
| THE GRANTEE; THE JURISDICTIONS IN WHICH A GRANTEE OR SERVICE PROVIDER  |                          |               |
| MAINTAINS A PHYSICAL PRESENCE; THE GRANTEE OR SERVICE PROVIDER'S POSTAL,   |                          |               |
| EMAIL AND WEBSITE ADDRESSES AND PHONE NUMBERS FOR EACH PLACE OF BUSINESS.  |                          |               |
| THE INSTITUTE ALSO CONDUCTS A REASONABLE SEARCH OF PUBLICLY AVAILABLE  |                          |               |
| INFORMATION TO DETERMINE WHETHER THE GRANTEE OR SERVICE PROVIDER IS  |                          |               |
| SUSPECTED OF ACTIVITY RELATING TO TERRORISM, INCLUDING TERRORIST   |                          |               |
| FINANCING OR OTHER SUPPORT.  |                          |               |
| PART I, LINE 3:  |                          |               |
| THE CASH METHOD OF ACCOUNTING WAS USED TO ACCOUNT FOR FOREIGN  |                          |               |
| EXPENDITURES.  |                          |               |
|  |                          |               |

PART III, COL (C):

THIS COLUMN REPRESENTS THE ACTUAL NUMBER OF GRANT RECIPIENTS.

232075 10-17-22

| SCHEDULE G  | Suppleme  | ntal Information Regarding   | Fund   | Iraisi   | ng or Gaming A   | ctiv          | ities  | OMB No. 1545-0047            |
|---|---|--|--|--|--|---------------|--|------------------------------|
| (Form 990)  |   | e organization answered "Yes" on<br>organization entered more than \$19  |  |  |  | r <b>19</b> , | or if the  | 2022                         |
| Department of the Treasury<br>Internal Revenue Service  | 0.1   | Attach to Form 990 o   |  |  |  |               |  | Open to Public<br>Inspection |
| Name of the organization  |   | o www.irs.gov/Form990 for instruc  | ctions   | and tr   | ie latest mormation  | 1.            | Employer   | identification number        |
| -   | THE ASPEN   | INSTITUTE, INC.  |  |  |  |               | 84-0399  | 9006                         |
|   | complete this part  | Complete if the organization answe   | ered "Y  | es" or   | n Form 990, Part IV, li  | ine 1         | 7. Form 990  | -EZ filers are not           |
| <ul> <li>a Mail solicitat</li> <li>b Internet and</li> <li>c Phone solicitat</li> <li>d In-person so</li> <li>2 a Did the organization</li> <li>key employees list</li> </ul> | tions<br>email solicitations<br>tations<br>vlicitations<br>on have a written o<br>red in Form 990, Pa<br>) highest paid indiv | f Solicita<br>g Special<br>or oral agreement with any individual<br>art VII) or entity in connection with p<br>viduals or entities (fundraisers) pursu | tion of<br>tion of<br>fundra<br>(incluc<br>rofessi | non-g<br>gover<br>aising o<br>ling of<br>onal fu | overnment grants<br>nment grants<br>events<br>ficers, directors, trust<br>undraising services? | -             | י 🗌  | <b>Yes No</b><br>b be        |
| (i) Name and addres<br>or entity (fund  |   | (ii) Activity  | (iii)<br>fundr<br>have c<br>or cor<br>contrib      | ntrol of   | (iv) Gross receipts<br>from activity   | tò (          | Amount pai<br>or retained b<br>fundraiser<br>ted in col. <b>(i</b> ) | (v) to (or retained by)      |
|   |   |  | Yes  | No   |  |               |  |                              |
|   |   |  |  |  |  |               |  |                              |
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|   |   |  |  |  |  |               |  |                              |
| Total<br>3 List all states in whi<br>or licensing.  | ich the organizatio   | n is registered or licensed to solicit o   | contrib  | <br>utions                                       | or has been notified   | it is         | exempt from  | registration                 |
|   |   |  |  |  |  |               |  |                              |
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LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule G (Form 990) 2022

232081 10-27-22

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

|                 |       | of fundraising event contributions and gr                                     | (a) Event #1           | (b) Event #2                                     | (c) Other events  | (d) Total events                                |
|-----------------|-------|---|------------------------|--|-------------------|---|
|                 |       |   | ANNUAL AWARDS          |  |                   | (add col. (a) through                           |
|                 |       |   | DINNER                 | SUMMER CELEBRATION                               | 2                 | col. (c))                                       |
| е               |       |   | (event type)           | (event type)                                     | (total number)    |   |
| Revenue         | 1     | Gross receipts  | 1,494,700.             | 350,770.   | 634,729.          | 2,480,199.                                      |
|                 | 2     | Less: Contributions   | 1,419,900.             | 341,670.   | 606,959.          | 2,368,529.                                      |
|                 | 3     | Gross income (line 1 minus line 2)  | 74,800.                | 9,100.   | 27,770.           | 111,670.  |
|                 | 4     | Cash prizes   |                        |  |                   |   |
|                 | 5     | Noncash prizes  |                        |  |                   |   |
| oenses          | 6     | Rent/facility costs   | 37,791.                | 22,291.  | 14,130.           | 74,212.   |
| Direct Expenses | 7     | Food and beverages  |                        | 44,775.  | 54,938.           | 99,713.   |
| Di              | 8     | Entertainment   | 1,199.                 | 1,223.   | 28,791.           | 31,213.   |
|                 | 9     | Other direct expenses   | 782,968.               | 215,753.   | 174,228.          | 1,172,949.                                      |
|                 | 10    | Direct expense summary. Add lines 4 through                                   | n 9 in column (d)      |  |                   | 1,378,087.                                      |
|                 | 11    | Net income summary. Subtract line 10 from l                                   | ne 3, column (d)       |  |                   | -1,266,417.                                     |
| Pa              | irt I | <b>Gaming.</b> Complete if the organization \$15,000 on Form 990-EZ, line 6a. | answered "Yes" on Form | 1 990, Part IV, line 19, or re                   | eported more than |   |
| anı             |       |   | (a) Bingo              | (b) Pull tabs/instant<br>bingo/progressive bingo | (c) Other gaming  | (d) Total gaming (add col. (a) through col. (c) |

| Revenue         |       |   | (a) Bingo                   | (b) Pull tabs/instant<br>bingo/progressive bingo | (c) Other gaming | (d) Total gaming (add<br>col. (a) through col. (c)) |
|-----------------|-------|---|-----------------------------|--|------------------|---|
| Reve            | 1     | Gross revenue   |                             |  |                  |   |
| es              | 2     | Cash prizes   |                             |  |                  |   |
| stens           | 3     | Noncash prizes  |                             |  |                  |   |
| Direct Expenses | 4     | Rent/facility costs   |                             |  |                  |   |
|                 | 5     | Other direct expenses   |                             |  |                  |   |
|                 | 6     | Volunteer labor   | Yes %                       | └── Yes %<br>└── No                              | Yes %            |   |
|                 | 7     | Direct expense summary. Add lines 2 through   | 5 in column (d)             |  |                  |   |
|                 | 8     | Net gaming income summary. Subtract line 7  | from line 1, column (d)     |  |                  |   |
|                 | ls t  | ter the state(s) in which the organization condu<br>he organization licensed to conduct gaming ac | tivities in each of these s | states?  |                  | Yes No  |
| D               | IT "  | No," explain:   |                             |  |                  |   |
|                 |       | ere any of the organization's gaming licenses re<br>Yes," explain:                                |                             |  |                  | Yes No  |
| 23208           | 32 10 | -27-22  |                             |  | Sche             | dule G (Form 990) 2022                              |

| Sch   | edule G (Form 990) 2022                                       | THE ASPEN          | INSTITUTE,       | INC.   | 84-039900             | 6 Page 3        |
|-------|---|--------------------|------------------|--|-----------------------|-----------------|
|       | Is the organization a grantor, ben                            | eficiary or trust  | ee of a trust, c | bers?<br>or a member of a partnership or other entity formed |                       | Yes No          |
|       | Indicate the percentage of gamin                              | g activity condu   | ucted in:        |  |                       | Yes No          |
|       |   |                    |                  |  |                       | %               |
|       |   |                    |                  |  |                       | %               |
| 14    | Enter the name and address of th                              | ie person who p    | prepares the o   | rganization's gaming/special events books and reco           | rds:                  |                 |
|       | Name  |                    |                  |  |                       |                 |
|       | Address   |                    |                  |  |                       |                 |
| 15a   | Does the organization have a con                              | ntract with a thir | d party from v   | whom the organization receives gaming revenue?               |                       | Yes 🗌 No        |
| b     | If "Yes," enter the amount of gam                             | ning revenue rea   | ceived by the o  | organization \$ and the a                                    | mount                 |                 |
|       | of gaming revenue retained by th                              |                    |                  |  |                       |                 |
| с     | If "Yes," enter name and address                              |                    |                  |  |                       |                 |
|       |   |                    | ,                |  |                       |                 |
|       | Name  |                    |                  |  |                       |                 |
|       |   |                    |                  |  |                       |                 |
|       | Address   |                    |                  |  |                       |                 |
| 16    | Gaming manager information:                                   |                    |                  |  |                       |                 |
|       |   |                    |                  |  |                       |                 |
|       | Name  |                    |                  |  |                       |                 |
|       |   |                    |                  |  |                       |                 |
|       | Gaming manager compensation                                   | \$                 |                  |  |                       |                 |
|       | Description of services provided                              |                    |                  |  |                       |                 |
|       |   |                    |                  |  |                       |                 |
|       |   |                    |                  |  |                       |                 |
|       | Director/officer  | Employe            | e                | Independent contractor                                       |                       |                 |
|       |   |                    | -                |  |                       |                 |
| 17    | Mandatory distributions:                                      |                    |                  |  |                       |                 |
| а     | Is the organization required unde                             | r state law to m   | ake charitable   | e distributions from the gaming proceeds to                  |                       |                 |
|       | retain the state gaming license?                              |                    |                  |  |                       | Yes 🗌 No        |
| b     |   | •                  |                  | be distributed to other exempt organizations or spen         | t in the              |                 |
| Pa    | organization's own exempt activit<br>rt IV Supplemental Infor |                    |                  | nations required by Part I, line 2b, columns (iii) and (     | W: and Part III lin   | 000 0 0b 10b    |
| ľů    |   |                    |                  | additional information. See instructions.                    | 7), and Part III, III | ies 9, 90, 100, |
|       | 100, 100, 10, and 170, a                                      | s applicable. All  | so provide any   |  |                       |                 |
|       |   |                    |                  |  |                       |                 |
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| 23208 | 3 10-27-22  |                    |                  | 52   | Schedule G (          | Form 990) 2022  |
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THE ASPEN INSTITUTE, INC.

| chedule G (Form 990)  | THE ASPEN INSTITUTE, INC. | 84-0399006 Page    |
|-----------------------|---------------------------|--------------------|
| Part IV   Supplementa | THE ASPEN INSTITUTE, INC. |                    |
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|                       |                           | Schedule G (Form 9 |
| 84 04-01-22           |                           |                    |
|                       | 53                        |                    |

| SCHEDULE I<br>(Form 990)<br>Department of the Treasury<br>Internal Revenue Service   | Go                    | Grants and Oth<br>vernments, ar<br>lete if the organizatio | nd Individual<br>n answered "Yes"<br>Attach to Forn | l <b>s in the Ŭni</b><br>on Form 990, Pa<br>n 990. | ted States<br>rt IV, line 21 or 22.           |                                       | OMB No. 1545-0047 2022 Open to Public Inspection           |  |  |  |
|--|-----------------------|--|---|--|---|---------------------------------------|--|--|--|--|
|  |                       |  |   |  |   |                                       |  |  |  |  |
| Name of the organization<br>THE ASPEN IN   | STITUTE, INC.         |  |   |  |   |                                       | Employer identification number<br>84-0399006               |  |  |  |
| Part I General Information on Grants   | and Assistance        |  |   |  |   |                                       |  |  |  |  |
| <ol> <li>Does the organization maintain record<br/>criteria used to award the grants or as</li> <li>Describe in Part IV the organization's part IV the organization's part IV the organization or a section of the s</li></ol> | sistance?             |  |   |  |   |                                       |  |  |  |  |
| Part II Grants and Other Assistance t  | o Domestic Organi     | zations and Domestic                                       | <b>Governments.</b> C                               | Complete if the org                                | anization answered "Y                         | es" on Form 990, Parl                 | IV, line 21, for any                                       |  |  |  |
| recipient that received more that  |                       |  |   |  | (f) Method of                                 |                                       |  |  |  |  |
| <b>1 (a)</b> Name and address of organization<br>or government   | (b) EIN               | (c) IRC section<br>(if applicable)                         | (d) Amount of cash grant                            | (e) Amount of<br>noncash<br>assistance             | valuation (book,<br>FMV, appraisal,<br>other) | (g) Description of noncash assistance | (h) Purpose of grant<br>or assistance                      |  |  |  |
| A L CHANDLER CONSULTING<br>PO BOX 7775   |                       |  |   |  |   |                                       | HONORARIUM FOR SPEAKER AT                                  |  |  |  |
| SAN FRANCISCO, CA 94120  | 27-1732193            | N/A  | 8,300.  | 0.   |   |                                       | LEADERSHIP COUNCIL EVENT                                   |  |  |  |
| ACHIEVING THE DREAM, INC.<br>8483 GEORGIA AVENUE, SUITE 500<br>SILVER SPRING, MD 20910   | 27-1635830            | 501(C)(3)  | 14,000.   | 0.   |   |                                       | RPF C7 MENTOR HONORARIUM                                   |  |  |  |
| SIEVER SERING, MD 20010  | 27 1055050            | 501(0)(3)  | 14,000.   | 0.   |   |                                       | KIT CT MENTOR HONORARIOM                                   |  |  |  |
| ADVOCACY BLUEPRINTS LLC<br>3 TINGEY SQUARE SE<br>WASHINGTON, DC 20003  | 83-3647736            | N/A  | 5,900.  | 0.   |   |                                       | CLIMATE COHORT TEACHING                                    |  |  |  |
| AFRICAN DEVELOPMENT CENTER<br>1931 5TH STREET SOUTH<br>MINNEAPOLIS, MN 55454   | 20-0553370            | 501(C)(3)  | 100,000.  | 0.   |   |                                       | SUPPORT COMMUNITY<br>DEVELOPMENT FINANCIAL<br>INSTITUTIONS |  |  |  |
| AFRICAN ENTREPRENEURSHIP<br>COLLECTIVE - PO BOX 209 - CLINTON<br>WA 98236  | 46-0743201            | 501(C)(3)  | 116,250.  | 0.   |   |                                       | ADVANCING WOMEN'S<br>EMPOWERMENT CATALYST FUND             |  |  |  |
| AGAPE CHILD AND FAMILY SERVICES<br>INC - 3160 DIRECTORS ROW -<br>MEMPHIS, TN 38131   | 23-7039683            |  | 50,000.   | 0.   |   |                                       | FAMILY PROSPERITY PARENT<br>VOICE PROJECT                  |  |  |  |
| 2 Enter total number of section 501(c)(3)  |                       |  | e line 1 table                                      |  |   |                                       |  |  |  |  |
| 3 Enter total number of other organization   |                       |  |   |  |   |                                       | 45. Schedule I (Form 990) 2022                             |  |  |  |
|  | , ວິຍະ ເມຍ ມາວິທິ UCU | 0113 101 F01111 330.                                       |   |  |   |                                       | Schedule I (FULIII 330) 2022                               |  |  |  |

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| Schedule I (Form 990) THE ASPEN INST               | ,                 |                                  |                          |   |   |  | 84-0399006 Page                       |
|--|-------------------|----------------------------------|--------------------------|---|---|--|---------------------------------------|
| Part II Continuation of Grants and Other A         | Assistance to Dor | mestic Organizations             | and Domestic Go          | vernments (Sche                               | edule I (Form 990), Pa  | rt II.)                                |                                       |
| (a) Name and address of organization or government | <b>(b)</b> EIN    | (c) IRC section<br>if applicable | (d) Amount of cash grant | <b>(e)</b> Amount of<br>noncash<br>assistance | <b>(f)</b> Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance |
| ALLIANCE FOR CHILDREN'S RIGHTS                     |                   |                                  |                          |   |   |  |                                       |
| 3333 WILSHIRE BOULEVARD, SUITE 550                 |                   |                                  |                          |   |   |  | BUILDING ECOSYSTEMS FOR               |
| LOS ANGELES, CA 90010                              | 95-4358213        | 501(C)(3)                        | 388,000.                 | 0.  |   |  | YOUTH OPPORTUNITY                     |
| ALLIANCE OF COMMUNITY ASSISTANCE                   |                   |                                  | ,                        |   |   |  |                                       |
| MINISTRIES INC - 710 N POST OAK                    |                   |                                  |                          |   |   |  |                                       |
| ROAD, SUITE 210 - HOUSTON, TX                      |                   |                                  |                          |   |   |  | BUILDING ECOSYSTEMS FOR               |
| 77024  | 27-5410988        | 501(C)(3)                        | 288,000.                 | 0.  |   |  | YOUTH OPPORTUNITY                     |
|  |                   |                                  |                          |   |   |  |                                       |
| ALTEREA INC.                                       |                   |                                  |                          |   |   |  | INFORMATION DISORDER                  |
| 251 CHESTNUT AVENUE                                |                   |                                  |                          |   |   |  | PRIZE COMPETITION                     |
| PALO ALTO, CA 94306                                | 85-0576711        | N/A                              | 80,000.                  | 0.  |   |  | SEMI-FINALIST AWARD                   |
| AMERICA-MIDEAST EDUCATIONAL &                      |                   |                                  |                          |   |   |  |                                       |
| TRAINING SERVICES INC - 2025 M                     |                   |                                  |                          |   |   |  |                                       |
| STREET NW, SUITE 600 - WASHINGTON,                 |                   |                                  |                          |   |   |  | STEVENS INITIATIVE                    |
| DC 20036   | 53-0243270        | 501(C)(3)                        | 129,634.                 | 0.  |   |  | CULTURAL EXCHANGE                     |
| AMERICAN ASSOCIATION OF STATE                      |                   |                                  |                          |   |   |  |                                       |
| COLLEGES AND UNIVERSITIES - 1717                   |                   |                                  |                          |   |   |  | TRANSFER SUCCESS & EQUIT              |
| RHODE ISLAND AVENUE NW, SUITE 70 -                 |                   |                                  |                          |   |   |  | INTENSIVE FOR 69                      |
| WASHINGTON, DC 20036                               | 52-0747578        | 501(C)(3)                        | 60,000.                  | 0.  |   |  | INSTITUTIONS INITIATIVE               |
| NEDIGNI MIGI IN FIND                               |                   |                                  |                          |   |   |  |                                       |
| AMERICAN MUSLIM FUND<br>PO BOX 1533                |                   |                                  |                          |   |   |  | STEVENS INITIATIVE                    |
|  | 81-2936073        | 501(0)(2)                        | 64,817.                  | 0.  |   |  | CULTURAL EXCHANGE                     |
| FREMONT, CA 94538                                  | 01-2930073        | 501(C)(3)                        | 04,017.                  | 0.  |   |  | COLTORAL EXCHANGE                     |
| BARNARD COLLEGE                                    |                   |                                  |                          |   |   |  |                                       |
| 3009 BROADWAY                                      |                   |                                  |                          |   |   |  |                                       |
| NEW YORK, NY 10027                                 | 13-1628149        | 501(C)(3)                        | 25,000.                  | 0.  |   |  | ATI ACCELERATOR GRANT                 |
|  | 10 1020115        | 561(6)(5)                        |                          |   |   |  |                                       |
| BELOVED COMMUNITY INC                              |                   |                                  |                          |   |   |  |                                       |
| 1700 S RAMPART STREET                              |                   |                                  |                          |   |   |  |                                       |
| NEW ORLEANS, LA 70113                              | 81-3388287        | 501(C)(3)                        | 100,000.                 | 0.  |   |  | PATHWAYS TO CAREER FUND               |
| BLACK BUSINESS COMMUNITY                           |                   |                                  | , ,                      |   |   |  |                                       |
| DEVELOPMENT CORPORATION - 301 EAST                 |                   |                                  |                          |   |   |  | SUPPORT COMMUNITY                     |
| PINE STREET, SUITE 174-A -                         |                   |                                  |                          |   |   |  | DEVELOPMENT FINANCIAL                 |
| ORLANDO, FL 32801                                  | 59-3179911        | 501(C)(3)                        | 100,000.                 | 0.  |   |  | INSTITUTIONS                          |

| Schedule I (Form 990)         THE ASPEN INST           Part II         Continuation of Grants and Other A | 1          | mestic Organizations             | and Domestic Go             | vernments (Sch                         | edule I (Form 990). Pa   |   | 84-0399006 Page  |
|---|------------|----------------------------------|-----------------------------|--|--|---|--|
| (a) Name and address of organization or government  | (b) EIN    | (c) IRC section<br>if applicable | (d) Amount of<br>cash grant | (e) Amount of<br>noncash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of<br>non-cash assistance | (h) Purpose of grant<br>or assistance                        |
| BLACKFEET COMMUNITY COLLEGE   |            |                                  |                             |  |  |   |  |
| PO BOX 819<br>BROWNING, MT 59417  | 81-0378943 | 501(C)(3)                        | 75,000.                     | 0.                                     |  |   | FUNDING FOR BLACK &<br>NATIVE FAMILY PROJECT                 |
| BOSTON PRIVATE INDUSTRY COUNCIL,<br>INC 2 OLIVER STREET, 3RD FLOOR<br>- BOSTON, MA 02109                  | 04-2676661 | 501(C)(3)                        | 487,600.                    | 0.                                     |  |   | FORUM IN THE BUILDING<br>ECOSYSTEMS FOR YOUTH<br>OPPORTUNITY |
|   | 01 20,0001 |                                  | 107,000.                    |  |  |   |  |
| BOWIE STATE UNIVERSITY<br>14000 JERICHO PARK ROAD<br>BOWIE, MD 20715                                      | 52-1899085 | 501(C)(3)                        | 75,000.                     | 0.                                     |  |   | ASPEN BLACK AND NATIVE<br>FAMILY FUTURES FUND GRAN           |
| BROWN UNIVERSITY<br>CONTROLLER'S OFFICE BOX J<br>PROVIDENCE, RI 02912                                     | 05-0258809 | 501(C)(3)                        | 50,000.                     | 0.                                     |  |   | ATI KESSLER SCHOLARS<br>COLLABORATIVE SUBAWARD               |
| BUSTELO SOLUTIONS INC<br>1708 ELIZABETH AVENUE<br>WINSTON-SALEM, NC 27103                                 | 84-3305704 | N/A                              | 8,500.                      | 0.                                     |  |   | HP DIGITAL ACCELERATOR<br>MENTOR HONORARIUM                  |
| CALCEF INNOVATIONS<br>436 14TH STREET, SUITE 1220<br>OAKLAND, CA 94612                                    | 26-1339988 | 501(C)(3)                        | 100,000.                    | 0.                                     |  |   | SUPPORT GREEN ENTERPRISE<br>PROJECT                          |
| CALIFORNIA FARMLINK<br>335 SPRECKELS DRIVE, SUITE F<br>APTOS, CA 95003                                    | 94-3332630 | 501(C)(3)                        | 100,000.                    | 0.                                     |  |   | SUPPORT COMMUNITY<br>DEVELOPMENT FINANCIAL<br>INSTITUTIONS   |
| CAPITA SOCIAL INC<br>100 W WASHINGTON STREET, SUITE 200<br>GREENVILLE, SC 29601                           | 82-1145065 | 501(C)(3)                        | 35,000.                     | 0.                                     |  |   | NEW VENTURE<br>FUND/NARRATIVE INITIATIV                      |
| CATHOLIC UNIVERSITY OF AMERICA<br>620 MICHIGAN AVENUE NE, LEAHY HALL<br>WASHINGTON, DC 20064              | 53-0196583 | 501(C)(3)                        | 49,391.                     | 0.                                     |  |   | WORK IN THE POLITICS OF<br>VULNERABILITY PROJECT             |

| Schedule I (Form 990)         THE ASPEN INS           Part II         Continuation of Grants and Other A | /          | nactia Organizationa             | and Domostic Co             | warnmanta (Sch                         | dulo I (Earm 000) Da   |   | 84-0399006 Page   |
|--|------------|----------------------------------|-----------------------------|--|--|---|---|
| (a) Name and address of organization or government   | (b) EIN    | (c) IRC section<br>if applicable | (d) Amount of<br>cash grant | (e) Amount of<br>noncash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of<br>non-cash assistance | (h) Purpose of grant<br>or assistance   |
| CENTER FOR AMERICAN PROGRESS<br>1333 H STREET NW, 10TH FLOOR<br>WASHINGTON, DC 20016                     | 30-0126510 | 501(C)(3)                        | 20,000.                     | 0.                                     |  |   | PARTNERSHIP IN THE TRACK<br>UU US-INDIA DIALOGUE  |
| CENTRE COLLEGE<br>600 WEST WALNUT STREET<br>DANVILLE, KY 40422   | 61-0444671 | 501(C)(3)                        | 50,000.                     | 0.                                     |  |   | KESSLER SCHOLARS ATI<br>SUBGRANT  |
| CHEYENNE RIVER YOUTH PROJECT INC<br>PO BOX 410<br>EAGLE BUTTE, SD 57625                                  | 46-0423106 | 501(C)(3)                        | 50,600.                     | 0.                                     |  |   | SUPPORT FRESH TRACKS<br>INITIATIVE  |
| COASTAL ENTERPRISES INC<br>30 FEDERAL STREET, SUITE 100<br>BRUNSWICK, ME 04011                           | 01-0347504 | 501(C)(3)                        | 100,000.                    | 0.                                     |  |   | SUPPORT COMMUNITY<br>DEVELOPMENT FINANCIAL<br>INSTITUTIONS                                    |
| COLLEGIATE ACADEMIES<br>5552 READ BOULEVARD<br>NEW ORLEANS, LA 70153                                     | 80-0601507 | 501(C)(3)                        | 50,000.                     | 0.                                     |  |   | PATHWAYS TO CAREER FUND   |
| COLORADO DEPARTMENT OF HUMAN<br>SERVICES – 1575 SHERMAN STREET –<br>DENVER, CO 80203                     | 84-0644739 | gov't                            | 50,000.                     | 0.                                     |  |   | FAMILY PROSPERITY PARENT<br>VOICE PROJECT   |
| COLORADO ENTERPRISE FUND<br>1888 SHERMAN STREET, SUITE 530<br>DENVER, CO 80203                           | 84-0837398 | 501(C)(3)                        | 100,000.                    | 0.                                     |  |   | SUPPORT COMMUNITY<br>DEVELOPMENT FINANCIAL<br>INSTITUTIONS                                    |
| COMMUNITIES UNLIMITED INC<br>3 EAST COLT SQUARE DRIVE<br>FAYETTEVILLE, AR 72703                          | 71-0464321 | 501(C)(3)                        | 5,250.                      | 0.                                     |  |   | HONORARIUM FOR<br>PARTICIPATION IN THE<br>THRIVE RURAL ROUNDTABLE<br>ON ADVANCING RURAL EQUIT |
| COMMUNITY CENTER FOR EDUCATION<br>RESULTS - 1200 12TH AVENUE SOUTH,<br>SUITE 701 - SEATTLE, WA 98144     | 27-1667560 | 501(C)(3)                        | 184,286.                    | 0.                                     |  |   | SUPPORT FOR DATA FOR<br>IMPACT  |

| Schedule I (Form 990)         THE ASPEN INST           Part II         Continuation of Grants and Other A | 1          | maatia Organizationa             | and Domostic Co             | warnmanta (Sch                         | dulo I (Form 000) Pa   |  | 84-0399006 Pag                        |
|---|------------|----------------------------------|-----------------------------|--|--|--|---------------------------------------|
| (a) Name and address of organization or government  | (b) EIN    | (c) IRC section<br>if applicable | (d) Amount of<br>cash grant | (e) Amount of<br>noncash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance |
| CRITERION INSTITUTE   |            |                                  |                             |  |  |  |                                       |
| 81 CHURCH HILL ROAD   |            |                                  |                             |  |  |  |                                       |
| HADDAM, CT 06438  | 27-3458737 | 501(C)(3)                        | 854,355.                    | 0.                                     |  |  | GENDER LENS INVESTING                 |
| CROSSROADS CULTURAL ARTS CENTER<br>332 DELTA AVENUE   |            |                                  |                             |  |  |  |                                       |
| CLARKSDALE, MS 38614  | 47-3839541 | 501(C)(3)                        | 50,000.                     | 0.                                     |  |  | YOUTH LED CHANGE FUND                 |
| CULTURINGUA   |            |                                  |                             |  |  |  |                                       |
| 8920 JOHN BARRETT DRIVE   |            |                                  |                             |  |  |  | STEVENS INITIATIVE                    |
| SAN ANTONIO, TX 78240   | 84-1940407 | 501(C)(3)                        | 49,836.                     | 0.                                     |  |  | CULTURAL EXCHANGE                     |
|   |            |                                  | ,                           |  |  |  |                                       |
| DENVER WORLD AFFAIRS COUNCIL  |            |                                  |                             |  |  |  |                                       |
| 3607 MARTIN LUTHER KING JR BOULEVAR   | L          |                                  |                             |  |  |  | STEVENS INITIATIVE                    |
| DENVER, CO 80205  | 45-4346778 | 501(C)(3)                        | 127,812.                    | 0.                                     |  |  | CULTURAL EXCHANGE                     |
| DINE COLLEGE  |            |                                  |                             |  |  |  |                                       |
| PO BOX C-12   |            |                                  |                             |  |  |  | WARRIOR PARENT SUCCESS                |
|   | 96 0015001 | TRIBAL UNIV.                     | 79.000                      | 0.                                     |  |  | INITIATIVE                            |
| TSAILE, AZ 86556<br>DUKE UNIVERSITY   | 00-0213931 | INIDAL UNIV.                     | 79,000.                     | 0.                                     |  |  | PARTNERSHIP AWARD FOR                 |
| 324 BLACKWELL STREET, WASHINGTON  |            |                                  |                             |  |  |  | PARTICIPATION IN 2021                 |
| BUILDING, SUITE 850 - DURHAM, NC  |            |                                  |                             |  |  |  | ASPEN-NICHOLAS WATER                  |
| 27708   | 56-0532129 | 501(C)(3)                        | 10,000.                     | 0.                                     |  |  | FORUM AND ROUNDTABLES                 |
| 27700   | 50 0552125 | 501(0/(3)                        | 10,000.                     |  |  |  | FOROM AND ROONDIADEED                 |
| ENGINEERING WORLD HEALTH  |            |                                  |                             |  |  |  |                                       |
| 331 WEST MAIN STREET, SUITE 511   |            |                                  |                             |  |  |  | STEVENS INITIATIVE                    |
| DURHAM, NC 27701  | 62-1868670 | 501(C)(3)                        | 66,913.                     | 0.                                     |  |  | CULTURAL EXCHANGE                     |
|   |            |                                  | · · ·                       |  |  |  |                                       |
| EQUAL MEASURE   |            |                                  |                             |  |  |  |                                       |
| 520 WALNUT STREET, SUITE 1450   |            |                                  |                             |  |  |  |                                       |
| PHILADELPHIA, PA 19106  | 23-2694572 | 501(C)(3)                        | 483,950.                    | 0.                                     |  |  | SUPPORT OYF ASPEN FORUN               |
| FAMILY AND WORKFORCE CENTERS OF   |            |                                  |                             |  |  |  |                                       |
| AMERICA - 6347 PLYMOUTH AVENUE -  |            |                                  |                             |  |  |  | FAMILY PROSPERITY PAREN               |
| SAINT LOUIS, MO 63133   | 45-3762044 | 501(C)(3)                        | 31,000.                     | 0.                                     |  |  | VOICE PROJECT                         |

| Schedule I (Form 990) | THE ASPEN I | NSTITUTE, INC. |
|-----------------------|-------------|----------------|
|-----------------------|-------------|----------------|

| (a) Name and address of  | <b>(b)</b> EIN | (c) IRC section | (d) Amount of | (e) Amount of         | (f) Method of                                 | (g) Description of  | (h) Purpose of grant                    |
|--|----------------|-----------------|---------------|-----------------------|---|---------------------|---|
| organization or government   |                | if applicable   | cash grant    | noncash<br>assistance | valuation<br>(book, FMV,<br>appraisal, other) | non-cash assistance | or assistance                           |
| FFEI   |                |                 |               |                       |   |                     |   |
| 651 N BROAD STREET   |                |                 |               |                       |   |                     | FUTURE FEMALES                          |
| MIDDLETOWN, DE 19709   | 85-3946311     | 501(C)(3)       | 65,074.       | 0.                    |   |                     | EMPOWERMENT INITIATIVE                  |
| FIRST SUN EAP ALLIANCE INC<br>2700 MIDDLEBURG DRIVE, SUITE 208         |                |                 |               |                       |   |                     | 2022 MCNULTY CATALYST                   |
| COLUMBIA, SC 29204   | 57-0964632     | N/A             | 20,000.       | 0.                    |   |                     | AWARD                                   |
| FLORIDA INTERNATIONAL UNIVERSITY<br>BOARD OF TRUSTEES - 11200 SW 8TH   |                |                 |               |                       |   |                     | STEVENS INITIATIVE                      |
| STREET CSC314 - MIAMI, FL 33199  | 65-0177616     | 501(C)(3)       | 240,151.      | 0.                    |   |                     | CULTURAL EXCHANGE                       |
| GAMES FOR CHANGE INC   |                |                 |               |                       |   |                     |   |
| PO BOX 770699  | 26 2622262     | F01(a)(2)       | 262.000       | 0                     |   |                     | STEVENS INITIATIVE                      |
| WOODSIDE, NY 11377   | 26-2623362     | 501(C)(3)       | 363,800.      | 0.                    |   |                     | CULTURAL EXCHANGE                       |
| GEORGE MASON UNIVERSITY FOUNDATION<br>INC - 4400 UNIVERSITY DRIVE, MSN |                |                 |               |                       |   |                     | GEORGE MASON UNIVERSITY                 |
| 1A3 - FAIRFAX, VA 22030  | 54-1603842     | 501(C)(3)       | 10,000.       | 0.                    |   |                     | FOUNDATION HONORARIUM                   |
| GLOBAL HEALTH CORPS INC<br>318 WEST 39TH STREET, SUITE 9L              |                |                 |               |                       |   |                     | SUPPORT COMMUNITIES FIRST               |
| NEW YORK, NY 10018   | 80-0512336     | 501(C)(3)       | 13,000.       | 0.                    |   |                     | CATALYST FUND                           |
| GLOBAL NOMADS GROUP INC<br>ONE PENN PLAZA, SUITE 6224                  |                |                 |               |                       |   |                     | STEVENS INITIATIVE                      |
| NEW YORK, NY 10119   | 75-2750127     | 501(C)(3)       | 740,128.      | 0.                    |   |                     | CULTURAL EXCHANGE                       |
| · · ·  |                |                 | ·             |                       |   |                     |   |
| GLOBAL TIES US   |                |                 |               |                       |   |                     |   |
| 1000 VERMONT AVENUE NW, SUITE 12000<br>WASHINGTON, DC 20005            | 52-0848094     | 501(C)(3)       | 114,102.      | 0.                    |   |                     | STEVENS INITIATIVE<br>CULTURAL EXCHANGE |
| WASHINGTON, DC 20003   | 52-0040094     | 501(0)(5)       | 114,102.      | 0.                    |   |                     | CORIGEAU EACHANGE                       |
| GRAMBLING STATE UNIVERSITY<br>403 SOUTH MAIN STREET                    |                |                 |               |                       |   |                     | WARRIOR PARENT SUCCESS                  |
| GRAMBLING, LA 71247  | 72-6000751     | 501(C)(3)       | 75,000.       | Ο.                    |   |                     | INITIATIVE                              |

| Schedule I (Form 990) THE ASPEN INST<br>Part II Continuation of Grants and Other                                | 1          |                                  |                          |  |  |  | 84-0399006 Page 1                     |
|---|------------|----------------------------------|--------------------------|--|--|--|---------------------------------------|
| Part II         Continuation of Grants and Other A           (a) Name and address of organization or government | (b) EIN    | (c) IRC section<br>if applicable | (d) Amount of cash grant | (e) Amount of<br>noncash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance |
| HARLEM COMMUNITY & ACADEMIC   |            |                                  |                          |  |  |  |                                       |
| PARTNERSHIP - PO BOX 217 - NEW  |            |                                  |                          |  |  |  | 2022 MCNULTY CATALYST                 |
| YORK, NY 10029  | 45-5157713 | 501(C)(3)                        | 20,000.                  | 0.                                     |  |  | AWARD                                 |
|   |            |                                  |                          |  |  |  | AWARD FOR AMERICAN TALEN              |
| HOPE COLLEGE  |            |                                  |                          |  |  |  | INITIATIVE'S PROMISING                |
| 141 E 12TH STREET   |            |                                  |                          |  |  |  | PRACTICE ACCELERATOR FOR              |
| HOLLAND, MI 49423   | 38-1381271 | 501(C)(3)                        | 25,000.                  | Ο.                                     |  |  | INCREASING DIVERSITY IN               |
| ,   |            |                                  | ,                        |  |  |  | GRANT FOR CONVENING A NEW             |
| HUMAN RESOURCE DEVELOPMENT COUNCIL  |            |                                  |                          |  |  |  | COLLABORATIVE FOCUSED ON              |
| OF DISTRICT IX INC - 32 S TRACY   |            |                                  |                          |  |  |  | OPPORTUNITY YOUTH IN                  |
| AVENUE - BOZEMAN, MT 59715  | 81-0350886 | 501(C)(3)                        | 50,000.                  | 0.                                     |  |  | BOZEMAN/SOUTHWEST MONTANA             |
|   |            |                                  |                          |  |  |  |                                       |
| HUMBOLDT AREA FOUNDATION  |            |                                  |                          |  |  |  | GRANT FOR PARTICIPATION               |
| 363 INDIANOLA ROAD  |            |                                  |                          |  |  |  | IN OPPORTUNITY YOUTH                  |
| BAYSIDE, CA 95524   | 23-7310660 | 501(C)(3)                        | 50,000.                  | 0.                                     |  |  | NATIONAL NETWORK                      |
|   |            |                                  |                          |  |  |  |                                       |
| INNER CITY ADVISORS   |            |                                  |                          |  |  |  | SUPPORT COMMUNITY                     |
| 2323 BROADWAY   |            |                                  |                          |  |  |  | DEVELOPMENT FINANCIAL                 |
| OAKLAND, CA 94612   | 47-0898054 | 501(C)(3)                        | 100,000.                 | 0.                                     |  |  | INSTITUTIONS                          |
| INSTITUTE CAPITAL INC   |            |                                  |                          |  |  |  | SUPPORT COMMUNITY                     |
| PO BOX 1331   |            |                                  |                          |  |  |  | DEVELOPMENT FINANCIAL                 |
| DURHAM, NC 27702  | 56-2142717 | 501(C)(3)                        | 100,000.                 | 0.                                     |  |  | INSTITUTIONS                          |
| INSTITUTE OF INTERNATIONAL  | 50 2112/1/ | 501(0)(5)                        | 100,000.                 |  |  |  |                                       |
| EDUCATION - ONE WORLD TRADE   |            |                                  |                          |  |  |  |                                       |
| CENTER, 36TH FLOOR - NEW YORK, NY   |            |                                  |                          |  |  |  | STEVENS INITIATIVE                    |
| 10007   | 13-1624046 | 501(0)(3)                        | 380,674.                 | 0.                                     |  |  | CULTURAL EXCHANGE                     |
| 10007   | 13 1024040 | 501(0)(3)                        | 500,074.                 |  |  |  |                                       |
| INTERNATIONAL RESEARCH & EXCHANGES  |            |                                  |                          |  |  |  |                                       |
| BOARD INC - 1275 K STREET NW,   |            |                                  |                          |  |  |  | STEVENS INITIATIVE                    |
| ,<br>SUITE 600 - WASHINGTON, DC 20005   | 22-3087809 | 501(C)(3)                        | 397,618.                 | 0.                                     |  |  | CULTURAL EXCHANGE                     |
|   |            |                                  | , ,                      |  |  |  | PARTICIPATION IN THE                  |
| ITHAKA HARBORS INC  |            |                                  |                          |  |  |  | AMERICAN TALENT                       |
| 101 GREENWICH STREET  |            |                                  |                          |  |  |  | INITIATIVE TO EXPAND                  |
| NEW YORK, NY 10006  | 13-3857105 | 501(C)(3)                        | 1,245,996.               | 0.                                     |  |  | ACCESS TO EDUCATION FOR               |

| Part II Continuation of Grants and Other A                              |                        |                                  |                          |   |   |  |   |
|---|------------------------|----------------------------------|--------------------------|---|---|--|---|
| (a) Name and address of organization or government                      | <b>(b)</b> EIN         | (c) IRC section<br>if applicable | (d) Amount of cash grant | <b>(e)</b> Amount of<br>noncash<br>assistance | <b>(f)</b> Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance         |
| JARVIS CHRISTIAN COLLEGE  |                        |                                  |                          |   |   |  |   |
| HIGHWAY 80 E 7631 PRIVATE ROAD  |                        |                                  |                          |   |   |  | WARRIOR PARENT SUCCESS                        |
| HAWKINS, TX 75765   | 75-0995027             | 501(C)(3)                        | 75,000.                  | 0.  |   |  | INITIATIVE                                    |
| JASPER INDEPENDENT SCHOOL DISTRICT                                      |                        |                                  |                          |   |   |  | GRANT FOR PARTICIPATION                       |
| 128 PARK STREET   |                        |                                  |                          |   |   |  | IN OPPORTUNITY YOUTH                          |
| JASPER, TX 75951  | 74-6001456             | ۲<br>۵<br>۵<br>۷                 | 68,667.                  | 0.  |   |  | NATIONAL NETWORK                              |
|   | ' <del>1</del> 0001400 | 507 1                            |                          | 0.  |   |  | MILIONAL NEIWORK                              |
| JOBS FOR THE FUTURE INC   |                        |                                  |                          |   |   |  | GRANT FOR PARTICIPATION                       |
| 88 BROAD STREET   |                        |                                  |                          |   |   |  | IN OPPORTUNITY YOUTH                          |
| BOSTON, MA 02109  | 06-1164568             | 501(C)(3)                        | 63,000.                  | 0.  |   |  | NATIONAL NETWORK                              |
|   |                        |                                  | ,                        |   |   |  |   |
| JUSTICE MAPPING CENTER INC  |                        |                                  |                          |   |   |  | WORK IN THE ASPEN                             |
| 49 BAYVIEW AVENUE, GROUND FLOOR   |                        |                                  |                          |   |   |  | CRIMINAL JUSTICE REFORM                       |
| PORT WASHINGTON, NY 11050   | 20-5537766             | 501(C)(3)                        | 155,562.                 | 0.  |   |  | INITIATIVE                                    |
| JUSTINE PETERSEN HOUSING AND  |                        |                                  |                          |   |   |  |   |
| REINVESTMENT CORPORATION - 1023 N                                       |                        |                                  |                          |   |   |  | SUPPORT COMMUNITY                             |
| GRAND BOULEVARD - SAINT LOUIS, MO                                       |                        |                                  |                          |   |   |  | DEVELOPMENT FINANCIAL                         |
| 63106   | 43-1769074             | 501(C)(3)                        | 100,000.                 | 0.  |   |  | INSTITUTIONS                                  |
|   |                        |                                  |                          |   |   |  | HONORARIUM FOR                                |
| KCE LLC   |                        |                                  |                          |   |   |  | PARTICIPATION IN                              |
| 10633 COURTNEY ROAD   |                        |                                  |                          |   |   |  | RECRUITMENT AND SELECTIO                      |
| GLEN ALLEN, VA 23060  | 84-2737650             | N/A                              | 8,000.                   | 0.  |   |  | PROCESS FOR THE ASPEN                         |
|   |                        |                                  |                          |   |   |  |   |
| KENNESAW STATE UNIVERSITY RESEARCH<br>AND SERVICE FOUNDATION INC - 1000 |                        |                                  |                          |   |   |  | WOMEN'S LEADERSHIP<br>VIRTUAL EXCHANGE: YOUTH |
|   | 37-1535589             | E01(0)(2)                        | 44 706                   | 0.  |   |  | SHARE DIGITAL STORIES                         |
| CHASTAIN ROAD - KENNESAW, GA 30144                                      | 37-1222203             | 501(C)(3)                        | 44,796.                  | 0.  |   |  | SHARE DIGITAL STORIES                         |
| LAGUANA COMMUNITY FOUNDATION  |                        |                                  |                          |   |   |  | FRESHTRACKS AFCS ECMC                         |
| PO BOX 62   |                        |                                  |                          |   |   |  | REGRANTS 2022 - LAGUNA                        |
| LAGUANA, NM 87026   | 46-0990639             | 501(C)(3)                        | 25,000.                  | 0.  |   |  | COMMUNITIES FOUNDATION                        |
|   |                        |                                  |                          |   |   |  | AWARD FOR AMERICAN TALEN                      |
| LEBANON VALLEY COLLEGE  |                        |                                  |                          |   |   |  | INITIATIVE'S PROMISING                        |
| 101 NORTH COLLEGE AVENUE  |                        |                                  |                          |   |   |  | PRACTICE ACCELERATOR FOR                      |
| ANNVILLE, PA 17003  | 23-1352354             | 501(C)(3)                        | 25,000.                  | Ο.  |   |  | INCREASING DIVERSITY IN                       |

| (a) Name and address of organization or government | <b>(b)</b> EIN | (c) IRC section<br>if applicable | (d) Amount of<br>cash grant | (e) Amount of<br>noncash<br>assistance | <b>(f)</b> Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance |
|--|----------------|----------------------------------|-----------------------------|--|---|--|---------------------------------------|
| LEGAL AID AT WORK                                  |                |                                  |                             |  |   |  |                                       |
| 180 MONTGOMERY STREET, SUITE 600                   |                |                                  |                             |  |   |  | FAMILY PROSPERITY PARENT              |
| SAN FRANCISCO, CA 94104                            | 94-2783401     | 501(C)(3)                        | 50,000.                     | 0.                                     |   |  | VOICE PROJECT                         |
| LISA FITZPATRICK & ASSOCIATES MD                   |                |                                  |                             |  |   |  |                                       |
| PC - 475 K STREET NW - WASHINGTON,                 |                |                                  |                             |  |   |  | 2022 MCNULTY PRIZE                    |
| DC 20001   | 27-2966840     | N/A                              | 20,000.                     | 0.                                     |   |  | CATALYST FUND                         |
| LOCAL INITIATIVES SUPPORT                          |                |                                  |                             |  |   |  | GRANT FOR PARTICIPATION               |
| CORPORATION - 28 LIBERTY STREET,                   |                |                                  |                             |  |   |  | IN OPPORTUNITY YOUTH                  |
| 34TH FLOOR - NEW YORK, NY 10005                    | 13-3030229     | 501(C)(3)                        | 55,000.                     | 0.                                     |   |  | NATIONAL NETWORK                      |
| MASSACHUSETTS INSTITUTE OF                         | 10 0000110     | 501(0)(0)                        |                             | ••                                     |   |  |                                       |
| TECHNOLOGY - 77 MASSACHUSETTS                      |                |                                  |                             |  |   |  |                                       |
| AVENUE, NE49-3142 - CAMBRIDGE, MA                  |                |                                  |                             |  |   |  | ADVANCING WOMEN'S                     |
| ,            | 04-2103594     | 501(C)(3)                        | 35,207.                     | 0.                                     |   |  | EMPOWERMENT CATALYST FUNI             |
|  |                |                                  | ,                           |  |   |  | HONORARIUM FOR                        |
| MDC INC  |                |                                  |                             |  |   |  | PARTICIPATION IN THRIVE               |
| 307 WEST MAIN STREET                               |                |                                  |                             |  |   |  | RURAL ROUNDTABLE ON                   |
| DURHAM, NC 27701                                   | 56-0894222     | 501(C)(3)                        | 5,250.                      | 0.                                     |   |  | ADVANCING RURAL EQUITY                |
| MELLIS LLC   |                |                                  |                             |  |   |  |                                       |
| 10600 JOLLYVILLE RD                                |                |                                  |                             |  |   |  | HONORARIUM FOR 2023 ASPEN             |
| AUSTIN, TX 78759                                   | 82-4512041     | N/A                              | 6,000.                      | 0.                                     |   |  | PRIZE SITES VISITS                    |
| MICRO ENTERPRISE SERVICES OF                       |                |                                  |                             |  |   |  | SUPPORT COMMUNITY                     |
| OREGON - 4008 NE MLK JR BOULEVARD                  |                |                                  |                             |  |   |  | DEVELOPMENT FINANCIAL                 |
| - PORTLAND, OR 97212                               | 20-4379510     | 501(C)(3)                        | 100,000.                    | 0.                                     |   |  | INSTITUTIONS                          |
| MOVE UP GLOBAL INC                                 |                |                                  |                             |  |   |  |                                       |
| 1325 WASHINGTON STREET                             |                |                                  |                             |  |   |  | SUPPORT COMMUNITIES FIRS              |
| CANTON, MA 02021                                   | 84-4023422     | 501(C)(3)                        | 13,000.                     | 0.                                     |   |  | CATALYST FUND                         |
| NATIONAL ASSOCIATION FOR THE                       |                |                                  | ,                           |  |   |  |                                       |
| EDUCATION OF YOUNG CHILDREN - 1401                 |                |                                  |                             |  |   |  |                                       |
| H STREET NW, SUITE 600 -                           |                |                                  |                             |  |   |  | FAMILY PROSPERITY PARENT              |
| WASHINGTON, DC 20005                               | 36-6009499     | 501(C)(3)                        | 50,000.                     | 0.                                     |   |  | VOICE PROJECT                         |

| Schedule I (Form 990) THE ASPEN INST  | 1               |                                  |                          |  |  |  | 84-0399006 Page   |
|---|-----------------|----------------------------------|--------------------------|--|--|--|---|
| Part II         Continuation of Grants and Other A           (a) Name and address of organization or government       | (b) EIN         | (c) IRC section<br>if applicable | (d) Amount of cash grant | (e) Amount of<br>noncash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance                               |
| NATIONAL CAROLINA AGRICULTURAL &<br>TECHNICAL STATE UNIVERSITY - 1601<br>EAST MARKET STREET - GREENSBORO,<br>NC 27411 | 56-6000007      | 501(C)(3)                        | 75,000.                  | 0.                                     |  |  | WARRIOR PARENT SUCCESS  |
| NEW AMERICA FOUNDATION<br>740 15TH STREET NW, SUITE 900<br>WASHINGTON, DC 20005                                       | 52-2096845      | 501(C)(3)                        | 5,200.                   | 0.                                     |  |  | RANKING DIGITAL RIGHTS<br>INFO PRIZE SEMI-FINALIST<br>AWARD         |
| NEW MEXICO COMMUNITY FOUNDATION<br>8 CALLE MEDICO<br>SANTA FE, NM 87505   | 85-0311210      | 501(C)(3)                        | 50,000.                  | 0.                                     |  |  | GRANT FOR PARTICIPATION<br>IN OPPORTUNITY YOUTH<br>NATIONAL NETWORK |
| NEW ORLEANS CAREER CENTER<br>2733 ESPLANADE AVENUE<br>NEW ORLEANS, LA 70119   | 82-2541222      | 501(C)(3)                        | 100,000.                 | 0.                                     |  |  | PATHWAYS TO CAREER FUND   |
| NEW ORLEANS YOUTH ALLIANCE<br>1705 A SOUTH WHITE STREET<br>NEW ORLEANS, LA 70125                                      | 82-4252541      | 501(C)(3)                        | 125,000.                 | 0.                                     |  |  | GRANT FOR PARTICIPATION<br>IN OPPORTUNITY YOUTH<br>NATIONAL NETWORK |
| NEW SCHOOLS FOR NEW ORLEANS INC<br>1555 POYDRAS STREET, SUITE 781<br>NEW ORLEANS, LA 70112                            | 02-0773717      | 501(C)(3)                        | 110,579.                 | 0.                                     |  |  | SECOND ROUND TEAM FUNDIN<br>FOR ASPEN CHALLENGE: NEW<br>ORLEANS     |
| NEW VENTURE FUND<br>1201 CONNECTICUT AVENUE NW, SUITE :<br>WASHINGTON, DC 20036                                       | 3<br>20-5806345 | 501(C)(3)                        | 75,000.                  | 0.                                     |  |  | NEW VENTURE<br>FUND/NARRATIVE INITIATIV                             |
| NEW YORK ACADEMY OF SCIENCES<br>1617 THIRD AVENUE, PO BOX 287146<br>NEW YORK, NY 10128                                | 13-1773640      | 501(C)(3)                        | 281,419.                 | 0.                                     |  |  | STEVENS INITIATIVE<br>CULTURAL EXCHANGE                             |
| NORTHERN GREAT LAKES INITIATIVES<br>1401 PRESQUE ISLE AVENUE,<br>JACOBETTI SUITE 2 - MARQUETTE, MI<br>49855           | 47-3130767      | 501(C)(3)                        | 100,000.                 | 0.                                     |  |  | SUPPORT CO <b>MM</b> UNITY<br>DEVELOPMENT FINANCIAL<br>INSTITUTIONS |

| Schedule I (Form 990) THE ASPEN INST               | 1                 |                                  |                          |  | /=  |  | 84-0399006 Page                       |
|--|-------------------|----------------------------------|--------------------------|--|---|--|---------------------------------------|
| Part II Continuation of Grants and Other A         | Assistance to Dor | nestic Organizations             | and Domestic Go          | overnments (Sche                       | edule I (Form 990), Pa  | rt II.)<br>T                           |                                       |
| (a) Name and address of organization or government | <b>(b)</b> EIN    | (c) IRC section<br>if applicable | (d) Amount of cash grant | (e) Amount of<br>noncash<br>assistance | <b>(f)</b> Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance |
| NORTHWESTERN MEMORIAL HOSPITAL                     |                   |                                  |                          |  |   |  |                                       |
| 541 N FAIRBANKS COURT, ROOM 130                    |                   |                                  |                          |  |   |  | NEW VENTURE                           |
| CHICAGO, IL 60202                                  | 37-0960170        | 501(C)(3)                        | 35,000.                  | 0.                                     |   |  | FUND/NARRATIVE INITIATIV              |
|  | 37 0300170        | 501(0)(5)                        |                          | · ·                                    |   |  |                                       |
| ONSLOW COUNTY SCHOOLS                              |                   |                                  |                          |  |   |  |                                       |
| 200 BROADHURST ROAD                                |                   |                                  |                          |  |   |  | STEVENS INITIATIVE                    |
| JACKSONVILLE, NC 28540                             | 56-6001089        | GOV'T                            | 24,442.                  | 0.                                     |   |  | CULTURAL EXCHANGE                     |
| ,  |                   |                                  | ,                        |  |   |  |                                       |
| PAARS STAAT LLC                                    |                   |                                  |                          |  |   |  |                                       |
| 2222 HALLOW LANE                                   |                   |                                  |                          |  |   |  | 2022 SPARK GRANT                      |
| BOWIE, MD 20716                                    | 85-3521018        | N/A                              | 20,000.                  | 0.                                     |   |  | RECIPIENT                             |
|  |                   |                                  | ,                        |  |   |  |                                       |
| PACIFIC COMMUNITY VENTURES INC                     |                   |                                  |                          |  |   |  | SUPPORT COMMUNITY                     |
| 1700 BROADWAY, SUITE 300                           |                   |                                  |                          |  |   |  | DEVELOPMENT FINANCIAL                 |
| OAKLAND, CA 94612                                  | 77-0485877        | 501(C)(3)                        | 785,664.                 | 0.                                     |   |  | INSTITUTIONS                          |
|  |                   |                                  |                          |  |   |  |                                       |
| PARTNERS IN DEVELOPMENT FOUNDATION                 |                   |                                  |                          |  |   |  | GRANT FOR PARTICIPATION               |
| 2040 BACHELOT ST                                   |                   |                                  |                          |  |   |  | IN OPPORTUNITY YOUTH                  |
| HONOLULU, HI 96817                                 | 94-3271325        | 501(C)(3)                        | 50,000.                  | 0.                                     |   |  | NATIONAL NETWORK                      |
|  |                   |                                  |                          |  |   |  |                                       |
| PHILADELPHIA YOUTH NETWORK INC                     |                   |                                  |                          |  |   |  | GRANT FOR PARTICIPATION               |
| 400 MARKET STREET, SUITE 200                       |                   |                                  |                          |  |   |  | IN OPPORTUNITY YOUTH                  |
| PHILADELPHIA, PA 19106                             | 23-2993155        | 501(C)(3)                        | 200,000.                 | 0.                                     |   |  | NATIONAL NETWORK                      |
|  |                   |                                  |                          |  |   |  |                                       |
| POMONA IMPACT FOUNDATION                           |                   |                                  |                          |  |   |  |                                       |
| 2678 NW 23RD WAY                                   | 04 0065054        | 504 ( 2 ) ( 2 )                  |                          |  |   |  |                                       |
| BOCA RATON, FL 33431                               | 81-2867074        | 501(C)(3)                        | 62,656.                  | 0.                                     |   |  | SUPPORT GEDI PROJECT                  |
| PRESIDENT AND TRUSTEES OF BATES                    |                   |                                  |                          |  |   |  |                                       |
| COLLEGE - 221 LANE HALL 2 ANDREWS                  |                   |                                  |                          |  |   |  | KESSLER SCHOLARS ATI                  |
| ROAD - LEWISTON, ME 04240                          | 01-0211781        | 501(C)(3)                        | 50,000.                  | 0.                                     |   |  | SUBGRANT                              |
| TOTE DEWIDION, ME 04240                            | 01 0211/01        | 501(0)(5)                        | 50,000.                  | 0.                                     |   |  | POPOLUNI                              |
| PUEBLO OF JEMEZ                                    |                   |                                  |                          |  |   |  | GRANT FOR PARTICIPATION               |
| 4471 HIGHWAY 4                                     |                   |                                  |                          |  |   |  | IN OPPORTUNITY YOUTH                  |
| JEMEZ PUEBLO, NM 87024                             | 85-0213473        | GOV'T                            | 100,000.                 | 0.                                     |   |  | NATIONAL NETWORK                      |

NEW YORK, NY 10014

| RESEARCH FOUNDATION OF THE CITY    |                      |          |    |                           |
|------------------------------------|----------------------|----------|----|---------------------------|
| UNIVERSITY OF NEW YORK - 230 WEST  |                      |          |    |                           |
| 41ST STREET, 7TH FLOOR - NEW YORK, |                      |          |    | STEVENS INITIATIVE        |
| NY 10036                           | 13-1988190 501(C)(3) | 381,183. | 0. | CULTURAL EXCHANGE         |
|                                    |                      |          |    |                           |
| SAN AUGUSTINE INDEPENDENT SCHOOL   |                      |          |    | GRANT FOR PARTICIPATION   |
| DISTRICT - 1002 BARRETT STREET -   |                      |          |    | IN OPPORTUNITY YOUTH      |
| SAN AUGUSTINE, TX 75972            | 75-6002410 GOV'T     | 50,000.  | 0. | NATIONAL NETWORK          |
| SAN JACINTO COMMUNITY COLLEGE      |                      |          |    | HONORARIUM FOR MENTOR AND |
| FOUNDATION INC - 4624 FAIRMONT     |                      |          |    | FACULTY ADVISOR FOR THE   |
| PARKWAY, SUITE 212 - PASADENA, TX  |                      |          |    | ASPEN PRESIDENTIAL        |
| 77504                              | 76-0502278 501(C)(3) | 13,500.  | 0. | FELLOWSHIP FOR COMMUNITY  |
|                                    |                      |          |    |                           |
| SCHOOL BOARD OF MIAMI DADE COUNTY  |                      |          |    | 2022 ASPEN CHALLENGE      |
| FLORIDA - 1450 NE 2ND AVENUE -     |                      |          |    | MIAMI PARTICIPATION       |
| MIAMI, FL 33132                    | 59-6000572 GOV'T     | 70,349.  | 0. | STIPEND                   |
| SEATTLE UNIVERSITY                 |                      |          |    |                           |
| 901 12TH AVENUE                    |                      |          |    | STEVENS INITIATIVE        |
| SEATTLE, WA 98122                  | 91-0565006 501(C)(3) | 44,717.  | 0. | CULTURAL EXCHANGE         |
| ,                                  |                      | ,        |    |                           |
| SERES GLOBAL                       |                      |          |    |                           |
| 1804 S VIEWCREST LANE              |                      |          |    | 2022 SPARK GRANT          |
| SPOKANE VALLEY, WA 99212           | 47-1287984 501(C)(3) | 20,000.  | 0. | RECIPIENT                 |
|                                    |                      |          |    |                           |

(d) Amount of

cash grant

100,000

50,000

(e) Amount of

noncash

assistance

0.

0.

0.

(f) Method of

valuation

(book, FMV,

appraisal, other)

(g) Description of

non-cash assistance

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (Schedule I (Form 990), Part II.)

(c) IRC section

if applicable

(b) EIN

72-1341294 501(C)(3)

95-6006142 501(C)(3)

27-1493201 501(C)(3)

THE ASPEN INSTITUTE, INC. Schedule I (Form 990)

(a) Name and address of

organization or government

1631 ORETHA CASTLE HALEY BOULEVARD

RECONCILE NEW ORLEANS INC

REGENTS OF THE UNIVERSITY OF

CALIFORNIA AT RIVERSIDE - 900

UNIVERSITY AVE - RIVERSIDE, CA

SHINING HOPE FOR COMMUNITIES INC 175 VARICK STREET, 6TH FLOOR

NEW ORLEANS, LA 70113

92521

84-0399006 Page 1

(h) Purpose of grant

or assistance

PATHWAYS TO CAREER FUND

INITIATIVE'S PROMISING

PRACTICE ACCELERATOR FOR

INCREASING DIVERSITY IN

AWARD FOR AMERICAN TALENT

Schedule I (Form 990)

SUPPORT EQUITY AT THE

LAST MILE INITIATIVE

30,000,

| (a) Name and address of organization or government | <b>(b)</b> EIN | (c) IRC section<br>if applicable | (d) Amount of cash grant | (e) Amount of<br>noncash<br>assistance | <b>(f)</b> Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance |
|--|----------------|----------------------------------|--------------------------|--|---|--|---------------------------------------|
| SIMPLE SECRETS, LLC                                |                |                                  |                          |  |   |  |                                       |
| 146 BAINBRIDGE STREET                              |                |                                  |                          |  |   |  | ASPEN WORDS LITERARY                  |
| BROOKLYN, NY 11233                                 | 84-1775840     | N/A                              | 35,000.                  | 0.                                     |   |  | PRIZE 2022 WINNER                     |
| SOLIYA INC   |                |                                  |                          |  |   |  |                                       |
| 261 MADISON AVENUE, 9TH FLOOR                      |                |                                  |                          |  |   |  | STEVENS INITIATIVE                    |
| NEW YORK, NY 10016                                 | 32-0060209     | 501(C)(3)                        | 816,170.                 | ٥.                                     |   |  | CULTURAL EXCHANGE                     |
| SOURCE GLOBAL, PBC                                 |                |                                  |                          |  |   |  |                                       |
| 1465 N SCOTTSDALE ROAD                             |                |                                  |                          |  |   |  | 2022 JOHN P. MCNULTY                  |
| SCOTTSDALE, AZ 85257                               | 47-2200450     | N/A                              | 75,000.                  | 0.                                     |   |  | PRIZE LAUREATE                        |
|  |                |                                  | ,                        |  |   |  | AWARD FOR AMERICAN TALENT             |
| STEVENS INSTITUTE OF TECHNOLOGY                    |                |                                  |                          |  |   |  | INITIATIVE'S PROMISING                |
| ONE CASTLE POINT ON HUDSON                         |                |                                  |                          |  |   |  | PRACTICE ACCELERATOR FOR              |
| HOBOKEN, NJ 07030                                  | 22-1487354     | 501(C)(3)                        | 25,000.                  | 0.                                     |   |  | INCREASING DIVERSITY IN               |
| STILLMAN COLLEGE                                   |                |                                  |                          |  |   |  |                                       |
| 3601 STILLMAN BOULEVARD                            |                |                                  |                          |  |   |  | WARRIOR PARENT SUCCESS                |
| TUSCALOOSA, AL 35401                               | 63-0315535     | 501(C)(3)                        | 75,000.                  | 0.                                     |   |  | INITIATIVE                            |
| STONE CHILD COLLEGE                                |                |                                  |                          |  |   |  |                                       |
| ROCKY BOY ROUTE BOX 1082                           |                |                                  |                          |  |   |  | WARRIOR PARENT SUCCESS                |
| BOX ELDER, MT 59521                                | 81-0420650     | 501(C)(3)                        | 75,000.                  | 0.                                     |   |  | INITIATIVE                            |
|  |                |                                  |                          |  |   |  | AWARD FOR AMERICAN TALENT             |
| STONY BROOK FOUNDATION INC                         |                |                                  |                          |  |   |  | INITIATIVE'S PROMISING                |
| 230 ADMINISTRATION BUILDING                        |                |                                  |                          |  |   |  | PRACTICE ACCELERATOR FOR              |
| STONY BROOK, NY 11794                              | 11-6077945     | 501(C)(3)                        | 25,000.                  | 0.                                     |   |  | INCREASING DIVERSITY IN               |
| TAOS PUEBLO CENTRAL MANAGEMENT                     |                |                                  |                          |  |   |  | GRANT FOR PARTICIPATION               |
| SYSTEM (CMS) ADMINISTRATION - 1075                 |                |                                  |                          |  |   |  | IN OPPORTUNITY YOUTH                  |
| VETERANS HIGHWAY - TAOS, NM 87571                  | 85-0222954     | gov't                            | 25,300.                  | 0.                                     |   |  | NATIONAL NETWORK                      |
|  |                |                                  |                          |  |   |  |                                       |
| TEACHERS COLLEGE COLUMBIA                          |                |                                  |                          |  |   |  | SUPPORT COMMUNITY                     |
| UNIVERSITY - 525 W 120TH STREET,                   | 12 100000      | 501(0)(2)                        |                          |  |   |  | COLLEGES PROMISE DELIVERY             |
| BOX 30 - NEW YORK, NY 10027                        | 13-1624202     | DOT(C)(3)                        | 334,000.                 | 0.                                     |   |  | (CCRC) INITIATIVE                     |

| Schedule I (Form 990) THE ASPEN INST  | 1          |                                  |                          |  |  |  | 84-0399006 Page   |
|---|------------|----------------------------------|--------------------------|--|--|--|---|
| Part II         Continuation of Grants and Other A           (a) Name and address of organization or government                 | (b) EIN    | (c) IRC section<br>if applicable | (d) Amount of cash grant | (e) Amount of<br>noncash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance   |
| TEXAS NETWORK OF YOUTH SERVICES<br>INC - 7703 NORTH LAMAR, SUITE 260<br>- AUSTIN, TX 78755                                      | 75-1791374 | 501(C)(3)                        | 99,318.                  | 0.                                     |  |  | IMPLEMENT THE TEXAS<br>EMERGING LEADERS BOARD   |
| THE BOARD OF TRUSTEES OF THE<br>LELAND STANFORD JUNIOR UNIVERSITY<br>- 485 BROADWAY, MAIL CODE 8838 -<br>REDWOOD CITY, CA 94063 | 94-1156365 | 501(C)(3)                        | 106,750.                 | 0.                                     |  |  | ASPEN RISING PRESIDENTS<br>FELLOWSHIP   |
| THE COMMUNITY LEADERS ROUNDTABLE<br>OF SEATTLE - 1416 SW 151ST STREET<br>- SEATTLE, WA 98166                                    | 46-4242313 | 501(C)(3)                        | 13,000.                  | 0.                                     |  |  | SUPPORT COMMUNITIES FIRS<br>CATALYST FUND   |
| THE CORPORATION OF SAINT MARY'S<br>COLLEGE NOTRE DAME - 158 LEMANS<br>HALL - NOTRE DAME, IN 46556                               | 35-0868158 | 501(C)(3)                        | 50,000.                  | 0.                                     |  |  | KESSLER SCHOLARS ATI<br>SUBGRANT  |
| THE DIGDEEP RIGHT TO WATER PROJECT<br>3308 DESCANSO DRIVE<br>LOS ANGELES, CA 90021  | 46-0686920 | 501(C)(3)                        | 20,000.                  | 0.                                     |  |  | 2022 SPARK GRANT<br>RECIPIENT   |
| THE DUKES GROUP<br>10602 WOOD POINTE TERRACE<br>GLENN DALE, MD 20769  | 85-2759357 | N/A                              | 13,500.                  | 0.                                     |  |  | HONORARIUM FOR MENTOR AN<br>FACULTY ADVISOR FOR THE<br>ASPEN PRESIDENTIAL<br>FELLOWSHIP FOR COMMUNITY |
| THE FORUM FOR YOUTH INVESTMENT<br>7064 EASTERN AVENUE NW<br>WASHINGTON, DC 20012  | 52-2242472 | 501(C)(3)                        | 100,000.                 | 0.                                     |  |  | BUILD INITIATIVE  |
| THE GLOBAL DEVELOPMENT INCUBATOR<br>INC - 1401 K STREET NW, SUITE 900<br>- WASHINGTON, DC 20005                                 | 14-1945286 | 501(C)(3)                        | 352,000.                 | 0.                                     |  |  | SUPPORT GOYN INITIATIVE   |
| THE HOPI FOUNDATION<br>LOMASUMI'NANGWTUKWSIWMANI - PO BOX<br>301 - KYKOTSMOVI, AZ 86039   | 74-2488628 | 501(C)(3)                        | 50,000.                  | 0.                                     |  |  | OPPORTUNITY YOUTH FORUM<br>CONVENING GRANT  |

| Schedule I (Form 990)         THE ASPEN INST           Part II         Continuation of Grants and Other A | 1          | mestic Organizations             | s and Domestic Go           | vernments (Sche                        | edule I (Form 990). Pa   | urt II.)                               | 84-0399006 Page                       |
|---|------------|----------------------------------|-----------------------------|--|--|--|---------------------------------------|
| (a) Name and address of organization or government  | (b) EIN    | (c) IRC section<br>if applicable | (d) Amount of<br>cash grant | (e) Amount of<br>noncash<br>assistance | (f) Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance |
| THE KIND FOUNDATION INC   |            |                                  |                             |  |  |  |                                       |
| 3 TIMES SQUARE, 12TH FLOOR  |            |                                  |                             |  |  |  | STEVENS INITIATIVE                    |
| NEW YORK, NY 10036  | 81-0856748 | 501(C)(3)                        | 249,683.                    | 0.                                     |  |  | CULTURAL EXCHANGE                     |
| THE RESEARCH FOUNDATION FOR THE   |            |                                  |                             |  |  |  |                                       |
| STATE UNIVERSITY OF NEW YORK - PO   |            |                                  |                             |  |  |  | STEVENS INITIATIVE                    |
| BOX 9 - ALBANY, NY 12201  | 14-1368361 | 501(C)(3)                        | 80,630.                     | 0.                                     |  |  | CULTURAL EXCHANGE                     |
|   |            |                                  |                             |  |  |  |                                       |
| THE TROY ANDREWS FOUNDATION   |            |                                  |                             |  |  |  |                                       |
| 5500 PRYTANIA STREET, SUITE 338   | 45 4524550 | E01(0)(2)                        | F0 000                      | 0                                      |  |  |                                       |
| NEW ORLEANS, LA 70115   | 45-4524559 | 501(C)(3)                        | 50,000.                     | 0.                                     |  |  | PATHWAYS TO CAREER FUND               |
| THE WILLIAM DAVIDSON INSTITUTE AT<br>THE UNIVERSITY OF MICHIGAN - 724 E                                   |            |                                  |                             |  |  |  |                                       |
|   |            |                                  |                             |  |  |  | STEVENS INITIATIVE                    |
| UNIVERSITY AVENUE, WYLY HALL,<br>FLOOR 1 - ANN ARBOR, MI 48109  | 38-3048086 | 501(C)(3)                        | 76,329.                     | 0.                                     |  |  | CULTURAL EXCHANGE                     |
|   | 50 5040000 | 501(0)(3)                        | 10,325.                     | ••                                     |  |  |                                       |
| THRIVE CHICAGO NFP  |            |                                  |                             |  |  |  |                                       |
| 211 WEST WACKER DRIVE   |            |                                  |                             |  |  |  | BUILDING ECOSYSTEMS FOR               |
| CHICAGO, IL 60606   | 47-2478889 | 501(C)(3)                        | 196,000.                    | 0.                                     |  |  | YOUTH OPPORTUNITY                     |
|   |            |                                  |                             |  |  |  | AWARD FOR AMERICAN TALE               |
| UNIVERSITY OF DAYTON  |            |                                  |                             |  |  |  | INITIATIVE'S PROMISING                |
| 300 COLLEGE PARK  |            |                                  |                             |  |  |  | PRACTICE ACCELERATOR FO               |
| DAYTON, OH 45469  | 31-0536715 | 501(C)(3)                        | 75,000.                     | 0.                                     |  |  | INCREASING DIVERSITY IN               |
| /   |            |                                  | ,                           |  |  |  | AWARD FOR AMERICAN TALE               |
| UNIVERSITY OF NORTH CAROLINA AT   |            |                                  |                             |  |  |  | INITIATIVE'S PROMISING                |
| CHAPEL HILL - 104 AIRPORT DRIVE,  |            |                                  |                             |  |  |  | PRACTICE ACCELERATOR FOR              |
| CB #1270 - CHAPEL HILL, NC 27599  | 56-6001393 | 501(C)(3)                        | 50,000.                     | 0.                                     |  |  | INCREASING DIVERSITY IN               |
|   |            |                                  |                             |  |  |  |                                       |
| UNIVERSITY OF PITTSBURGH  |            |                                  |                             |  |  |  |                                       |
| 116 ATWOOD STREET, SUITE 201  |            |                                  |                             |  |  |  | ATI KESSLER SCHOLARS                  |
| PITTSBURG, PA 15260   | 25-0965591 | 501(C)(3)                        | 50,000.                     | 0.                                     |  |  | COLLABORATIVE SUBAWARD                |
|   |            |                                  |                             |  |  |  | AWARD FOR AMERICAN TALE               |
| UNIVERSITY OF TENNESSEE, KNOXVILLE  |            |                                  |                             |  |  |  | INITIATIVE'S PROMISING                |
| 201 ANDY HOLT TOWER   |            |                                  |                             |  |  |  | PRACTICE ACCELERATOR FOR              |
| KNOXVILLE, TN 37996   | 62-6001636 | 501(C)(3)                        | 25,000.                     | 0.                                     |  |  | INCREASING DIVERSITY IN               |

| (a) Name and address of organization or government       (b) EIN       (c) IFC section if applicable       (d) Amount of cash grant       (f) Method of valuation on cash assistance       (g) Description of non-cash assistance       (g) Description of non-cash assistance         UNIVERSITY OF TEXAS AT EL PAO       50 (C) (3)       50,000.       0.       (f) Method of valuation of concerns assistance       (g) Description of non-cash assistance       (g) Description of non-cash assistance       (g) Description of non-cash assistance         UNIVERSITY OF TEXAS AT EL PAO       74-6000813       501(C) (3)       50,000.       0.       (g) Description of non-cash assistance       (g) Description of non-cash assistance         US CHAMBER OF COMMERCE FORMATION       F4-561557       501(C) (3)       175,000.       0.       (g) Description of non-cash assistance       (g) Description of non-cash assistance         VILCAP INC       COMMERCE FORMATION       F4-561557       501(C) (3)       175,000.       0.       (g) Description of non-cash assistance       (g) Description of no  | Schedule I (Form 990) THE ASPEN INST       | 1                |                      |                   |                  |                          |          | 84-0399006 Page          |
|--|--|------------------|----------------------|-------------------|------------------|--------------------------|----------|--------------------------|
| organization or government         if applicable         cash grant         noncash<br>assistance         inoncash<br>assistance         noncash<br>assistance         noncash<br>ass  | Part II Continuation of Grants and Other A | Assistance to Do | mestic Organizations | s and Domestic Go | overnments (Sche | edule I (Form 990), Pa   | art II.) |                          |
| 500 WINTYREATTY AVENUE         74-6000813         501(c)(3)         50,000.         0.         Depontunity youth form           EL PADO, TX 79968         74-6000813         501(c)(3)         50,000.         0.         CONVENING GRANT           US CHAMESE OF COMMERCE FOUNDATION<br>1615 H STREET NW<br>WASHINGTON, DC 20062         46-1561597         501(c)(3)         175,000.         0.         WATERIALS AND SUPPORTS           VILCAP INC         101 K STREET NW, SUITE 920         AASHINGTON, DC 20005         27-4059343         501(c)(3)         11,871.         0.         WATERIALS AND SUPPORTS           WALLOWA RESOURCES INC<br>401 NE 15T STREET, SUITE A<br>ENTERPRISE, OR 97828         91-1794627         501(c)(3)         5,250.         0.         ADVANCING RUBAL EQUITY<br>AVAILOWA RESOURCES INC<br>401 NE 15T STREET, SUITE A<br>ENTERPRISE, OR 97828         91-1794627         501(c)(3)         50,000.         0.         WINT KESSIER SCHOLARS<br>AND ADVANCING RUBAL EQUITY<br>AVAILOWA RESOURCES INC<br>401 NE 105 STREET, SUITE A<br>ENTERPRISE, OR 97828         91-1794627         501(c)(3)         50,000.         0.         WINT KESSIER SCHOLARS<br>COLLABORATIVE SUBAWARD           WASHINGTON UNIVERSITY<br>700 ROSEDALE AVENUE, CB 1034<br>43-0653611         501(c)(3)         50,000.         0.         COLLABORATIVE SUBAWARD           WEST MICHIGAN CENTER FOR ARTS AND<br>TECHNOLOGY - 614 FIRST STREET NW,<br>SUITE 300 - GRAND RAPIDS, MI 49504         74-3120354         501(c)(3)         150,000.   | . ,  | <b>(b)</b> EIN   |                      |                   | noncash          | valuation<br>(book, FMV, |          |                          |
| 500 WINIYERSITY AVENUE     74-6000813     501(C)(3)     50,000.     0.     DPPORTUNITY YOUTH FORD       EL PASO, TX 79968     74-6000813     501(C)(3)     50,000.     0.     CONVENING GRANT       US CHAMBER OF COMMECE FOUNDATION<br>IGS IS AFREET NW,<br>WASHINGTON, DC 20062     46-1561597     501(C)(3)     175,000.     0.     MATERIALS AND SUPPORTS       VILCAP INC     101 K STREET NW, SUITE 920     ADVANCING HOMEN'S     ADVANCING HOMEN'S     ADVANCING HOMEN'S       WASHINGTON, DC 20052     27-4059343     501(C)(3)     11,871.     0.     MATERIALS AND SUPPORTS       WASHINGTON, DC 20052     27-4059343     501(C)(3)     11,871.     0.     MATERIALS AND SUPPORTS       WASHINGTON, DC 20052     27-4059343     501(C)(3)     5,250.     0.     MATERIALS AND SUPPORTS       WALLOWA RESOURCES INC     91-1794627     501(C)(3)     5,250.     0.     MATERIAL SUPPORT       YOU ON RESENTY     PARTICIPATION IN THRIVING RUBAL EQUITY     NORK CONDRALE ON ADVANCING RUBAL EQUITY     NORK CONDRALE ON ADVANCING RUBAL EQUITY     NORK CONDRALE ON ADVANCING RUBAL EQUITY       YOU ROBEDALE AVENUE, CB 1034     43-0653611     501(C)(3)     50,000.     0.     COLLABORATIVE SUBMARKED       WEST HICHIGAN CENTER FOR ARTS AND     COLLABORATIVE SUBMARKED     MARAD FOR AMERICAN TALL     COLLABORATIVE SUBMARKED       WEST HICHIGAN CENTER FOR ARTES A   | INTUFDETTY OF TEXAS AT FL. DAGO            |                  |                      |                   |                  |                          |          |                          |
| EL PASO, TX 79968         74-6000813         501(C)(3)         50,000.         0.         CONVENING GRANT           US CHAMBER OF COMMERCE FOUNDATION<br>IGLS HSTREET NW<br>WASHINGTON, DC 20062         46-1561597         501(C)(3)         175,000.         0.         MATERIALS AND SUPPORTS           VILCAP INC         Ad-1561597         501(C)(3)         175,000.         0.         MATERIALS AND SUPPORTS           VILCAP INC         NOVANCING WOMEN'S         Advancing WOMEN'S         Advancing WOMEN'S           WASHINGTON, DC 20005         27-4059343         501(C)(3)         11,871.         0.         MATERIALS AND SUPPORTS           WALLOWA RESOURCES INC         401/NEIST STREET, SUITE A         91-1794627         501(C)(3)         5,250.         0.         ADVANCING RURAL EQUITY           VOID OSEDALE ALEWEUR, CO 1034         91-1794627         501(C)(3)         50,000.         0.         COLLABORATIVE SUBMARD           WASHINGTON UNIVERSITY         700 ROSEDALE ALEWEUR, CO 1034         50,000.         0.         MORA IN THE ASPEN           WOFFORD COLLEGE         KORAND RAPIDS, MI 49504         74-3120354         501(C)(3)         50,000.         0.         INITIATIVE           WOFFORD COLLEGE         KORAND RAPIDS, MI 49504         74-3120354         501(C)(3)         25,000.         0.         INITIATIVE  |  |                  |                      |                   |                  |                          |          | OPPOPTINITY VOUTH FORIM  |
| US CHAMBER OF COMMERCE FOUNDATION     TO IMPROVE AND SCALE JC<br>DUALITY FOR MORERES JU<br>ULINT FOR MORE JU<br>ULI  |  | 74-6000813       | 501(C)(3)            | 50 000            | 0                |                          |          |                          |
| US CHAMBER OF COMMERCE FOUNDATION<br>1615 H STREET NW<br>1615 H STREET NW<br>1615 H STREET NW<br>MASHINGTON, DC 20062<br>VIICAP INC<br>1101 K STREET NW, SUITE 920<br>MASHINGTON, DC 20005<br>27-4059343 501(C)(3)<br>11,871.<br>0.<br>VIICAP INC<br>1101 K STREET NW, SUITE 920<br>MASHINGTON, DC 20005<br>27-4059343 501(C)(3)<br>11,871.<br>0.<br>MARDORARIUM POR<br>MARDONARIUM NOMEN'S<br>EMFORMENT CATALYST FI<br>NULLAL ROUNDTABLE ON<br>MARDING NULL RESILE<br>SALE ALLOWA RESOURCES INC<br>401 NE IST STREET, SUITE A<br>EMTERPRISE, OR 97828<br>91-1794627 501(C)(3)<br>5,250.<br>0.<br>MARDING NULL RESILE ALLOWA<br>MARDING SUITE 30<br>MARDING SUITE 30<br>MORK IN THE ASPEN<br>MARDING SUITE 30<br>MORK IN THE ASPEN<br>MORK IN THE ASPEN<br>TECHNOLOGY - 614 FIRST STREET NM,<br>SUITE 30 - GRAND RAFIDS, NI 49504<br>74-3120354 501(C)(3)<br>57-0314422 501(C)(3)<br>25,000.<br>MARD FOR AMERICAN TALL<br>MORK IN THE ASPEN<br>CRIMINAL JUSTICE REFORM<br>MARD FOR AMERICAN TALL<br>MARD FOR AMERICAN TALL<br>MORK IN THE ASPEN<br>CRIMINAL JUSTICE REFORM<br>MARD FOR AMERICAN TALL<br>MORK IN THE ASPEN<br>CRIMINAL JUSTICE REFORM<br>MARD FOR AMERICAN TALL<br>MARD FOR AMERICAN TALL<br>MARD FOR AMERICAN TALL<br>MARD FOR AMERICAN TALL<br>MARD FOR AM   |  | ,1 0000010       | 501(0)(5)            |                   |                  |                          |          |                          |
| 1615 H STREET NW       46-1561597 501(C)(3)       175,000.       0.       MATERIALS AND SUPPORTS         VILCAP INC       101 K STREET NW, SUITE 920       Addition (1) (3)       11,871.       0.       ADVANCING WORK'S         NASHINGTON, DC 20005       27-4059343 501(C)(3)       11,871.       0.       NONORARIUM FOR         WALLOWA RESOURCES INC       91-1794627 501(C)(3)       5,250.       0.       NONORARIUM FOR         WALLOWA RESOURCES INC       91-1794627 501(C)(3)       5,250.       0.       ADVANCING RURAL EQUITY         WASHINGTON UNIVERSITY       70< ROSEDALE AVENUE, CE 1034   | US CHAMBER OF COMMERCE FOUNDATION          |                  |                      |                   |                  |                          |          |                          |
| NASHINGTON, DC 20062         46-1561597         501(C)(3)         175,000.         0.         NATERIALS AND SUPPORTS           VILCAP INC         1101.K STREET NW, SUITE 920         ADVANCING WOMEN'S         ADVANCING WOMEN'S         ADVANCING WOMEN'S           NASHINGTON, DC 20005         27-4059343         501(C)(3)         11,871.         0.         ADVANCING WOMEN'S           WALLOWA RESOURCES INC         400         PATERIALS AND SUPPORTS         PATERIALS AND SUPPORTS         PATERIALS AND SUPPORTS           WALLOWA RESOURCES INC         91-1794627         501(C)(3)         5,250.         0.         PATERIAL COUNTABLE ON PREAMONTANE COUNTABLE ON IN THERING           NASHINGTON UNIVERSITY         700 ROSEDALE AVENUE, CB 1034         43-0653611         501(C)(3)         50,000.         0.         COLLABORATIVE SUBAWARD           WEST MICHIGAN CENTER FOR ARTS AND TECHNOLOGY - 614 FIRST STREET NW, SUITE 300 - GRAND RAPIDS, MI 49504         74-3120354         501(C)(3)         50,000.         0.         INTIATIVE           WOFFORD COLLEGE         57-0314422         501(C)(3)         150,000.         0.         INTIATIVE'S 'S FORMISING PRACTICA TALL'S' FORMISING PRACTICA TALL'S'S FORMISING PRACTICE ACCELERATOR FOR ARTS AND TECHNOLOGY - 614 FIRST STREET NW, SUITE SUITE SUITE SUBAWARD FOR AMERICA TALL'S'S FORMISING PRACTICE ACCELE   |  |                  |                      |                   |                  |                          |          |                          |
| VILCAP INC<br>VILCAP |  | 46-1561597       | 501(C)(3)            | 175 000           | 0                |                          |          |                          |
| 1101 K STREET NN, SUITE 920       27-4059343 501(C)(3)       11,871.       0.       ADVANCING WOMEN'S ENFORMEMENT CATALYST FU         WALLOWA RESOURCES INC       91-1794627 501(C)(3)       11,871.       0.       ENFOMEMENT CATALYST FU         VALLOWA RESOURCES INC       91-1794627 501(C)(3)       5,250.       0.       PARTICIPATION IN THRIVA         KASHINOTON UNIVERSITY       91-1794627 501(C)(3)       5,250.       0.       ADVANCING WORAL EQUITY         WASHINOTON UNIVERSITY       700 ROSEDLE AVENUE, CB 1034       43-0653611 501(C)(3)       50,000.       0.         WASH INCHON UNIVERSITY       700 ROSEDLE AVENUE, CB 1034       43-0653611 501(C)(3)       50,000.       0.         WEST MICHIGAN CENTER FOR ARTS AND       COLLABORATIVE SUBAWARD       NORK IN THE ASPEN       CRIMINAL JUSTICE REFORM         SUFT 300 - GRAND RAPIDS, MI 49504       74-3120354 501(C)(3)       150,000.       0.       INITIATIVE         WOFFORD COLLEGE       FARATOR FOR AMERICAN TALL       INITIATIVE'S PROMISING       PRACTICE ACCELERATOR FOR POOL POORTUNITY         WORKSOURCE - GREATER AUSTIN AREA       74-2327454 501(C)(3)       292,000.       0.       PRACTICE ACCELERATOR FOR POOR POORTUNITY         WORLD LEARNING INC       1 KIPLING ROAD, PO BOX 676   |  | 10 100100,       | 501(0)(5)            | 1,5,000.          | ••               |                          |          |                          |
| 1101 K STREET NN, SUITE 920       27-4059343 501(C)(3)       11,871.       0.       ADVANCING WOMEN'S ENFORMEMENT CATALYST FU         WALLOWA RESOURCES INC       91-1794627 501(C)(3)       11,871.       0.       ENFOMEMENT CATALYST FU         VALLOWA RESOURCES INC       91-1794627 501(C)(3)       5,250.       0.       PARTICIPATION IN THRIVA         KASHINOTON UNIVERSITY       91-1794627 501(C)(3)       5,250.       0.       ADVANCING WORAL EQUITY         WASHINOTON UNIVERSITY       700 ROSEDLE AVENUE, CB 1034       43-0653611 501(C)(3)       50,000.       0.         WASH INCHON UNIVERSITY       700 ROSEDLE AVENUE, CB 1034       43-0653611 501(C)(3)       50,000.       0.         WEST MICHIGAN CENTER FOR ARTS AND       COLLABORATIVE SUBAWARD       NORK IN THE ASPEN       CRIMINAL JUSTICE REFORM         SUFT 300 - GRAND RAPIDS, MI 49504       74-3120354 501(C)(3)       150,000.       0.       INITIATIVE         WOFFORD COLLEGE       FARATOR FOR AMERICAN TALL       INITIATIVE'S PROMISING       PRACTICE ACCELERATOR FOR POOL POORTUNITY         WORKSOURCE - GREATER AUSTIN AREA       74-2327454 501(C)(3)       292,000.       0.       PRACTICE ACCELERATOR FOR POOR POORTUNITY         WORLD LEARNING INC       1 KIPLING ROAD, PO BOX 676   | VILCAP INC                                 |                  |                      |                   |                  |                          |          |                          |
| WASHINGTON, DC 20005         27-4059343         501(C)(3)         11,871.         0.         EMPOWERMENT CATALYST FO<br>HONORARIUM FOR<br>RANCORAR RESOURCES INC<br>401 NE 1ST STREET, SUITE A<br>ENTERPRISE, OR 97828         HONORARIUM FOR<br>PARTICIPATION IN THRIVI<br>RURAL ROUNDTABLE ON<br>ADVANCING RURAL EQUITY<br>AUSHINGTON UNIVERSITY<br>700 ROSEDALE AVENUE, CE 1034<br>SAINT LOUIS, MO 63112         91-1794627         501(C)(3)         5,250.         0.         ADVANCING RURAL EQUITY<br>RURAL ROUNDTABLE ON<br>ADVANCING RURAL EQUITY<br>AUSHINGTON UNIVERSITY<br>700 ROSEDALE AVENUE, CE 1034<br>SAINT LOUIS, MO 63112         43-0653611         501(C)(3)         50,000.         0.         ATT KESSLER SCHOLARS<br>COLLABORATIVE SUBAWARD<br>CRIMINAL JUSTICE REFORM<br>SUITE 300 - GRAND RAPIDS, MI 49504         MORK IN THE ASPEN<br>CRIMINAL JUSTICE REFORM<br>CRIMINAL JUSTICE REFORM<br>SUITE 300 - GRAND RAPIDS, MI 49504         MASSING<br>74-3120354         S01(C)(3)         150,000.         0.         MORK IN THE ASPEN<br>CRIMINAL JUSTICE REFORM<br>CRIMINAL SCOREDACH STREET   |  |                  |                      |                   |                  |                          |          | ADVANCING WOMEN'S        |
| WALLOWA RESOURCES INC<br>401 NE 1ST STREET, SUITE A<br>ENTERPRISE, OR 97828     HONORARIUM FOR<br>PARTICIPATION IN THRIVI<br>RURAL ROUNDTABLE ON<br>ADVANCING RURAL EQUITY<br>RURAL ROUNDTABLE ON<br>ADVANCING RURAL EQUITY<br>WASHINGTON UNIVERSITY<br>700 ROSEDALE AVENUE, CB 1034     91-1794627 501(C)(3)     5,250.     0.     ADVANCING RURAL EQUITY<br>RURAL ROUNDTABLE ON<br>ADVANCING RURAL EQUITY<br>ADVANCING RURAL EQUITY<br>RURAL ROUNDTABLE ON<br>ADVANCING RURAL EQUITY<br>ADVANCING RURAL EQUITY<br>RURAL ROUNDTABLE ON<br>ADVANCING RURAL EQUITY<br>ADVANCING RURAL E   | -  | 27-4059343       | 501(C)(3)            | 11 871.           | 0.               |                          |          | EMPOWERMENT CATALYST FUN |
| 401 NE 1ST STREET, SUITE A       91-1794627       501(C)(3)       5,250.       0.       ADVANCING RURAL EQUITY         WASHINGTON UNIVERSITY       700 ROSEDALE AVENUE, CB 1034       A1       KESS SCHOLARS       ATI KESSLER SCHOLARS         SAINT LOUIS, MO 63112       43-0653611       501(C)(3)       50,000.       0.       COLLABORATIVE SUBAWARD         WEST MICHIGAN CENTER FOR ARTS AND<br>TECHNOLOGY - 614 FIRST STREET NW,<br>SUITE 300 - GRAND RAPIDS, MI 49504       74-3120354       501(C)(3)       150,000.       0.         WOFFORD COLLEGE       AWARD FOR AMERICAN TALL       AWARD FOR AMERICAN TALL         429 NORTH CHURCH STREET       SAINT AUSTIC ACCELERATOR FC       PRACTICE ACCELERATOR FC         SPARTANBURG, SC 29303       57-0314422       501(C)(3)       25,000.       0.         WORKSOURCE - GREATER AUSTIN AREA       AUSTIN, TX 78753       74-2327454       501(C)(3)       292,000.       0.         WORLD LEARNING INC       1       KIPLING ROAD, PO BOX 676       STEVENS INITIATIVE       STEVENS INITIATIVE  | /  |                  |                      | , -               |                  |                          |          | HONORARIUM FOR           |
| ENTERPRISE, OR 97828 91-1794627 501(C)(3) 5,250. 0. ADVANCING RURAL EQUITY<br>WASHINGTON UNIVERSITY<br>700 ROSEDALE AVENUE, CB 1034<br>SAINT LOUIS, MO 63112 43-0653611 501(C)(3) 50,000. 0. CILABORATIVE SUBAWARD<br>WEST MICHIGAN CENTER FOR ARTS AND<br>TECHNOLOGY - 614 FIRST STREET NW,<br>SUITE 300 - GRAND RAPIDS, MI 49504 74-3120354 501(C)(3) 150,000. 0. CINITIATIVE<br>WOFFORD COLLEGE<br>429 NORTH CHURCH STREET<br>SPARTANEURG, SC 29303 57-0314422 501(C)(3) 25,000. 0. CINICALS STREET<br>WORKSOURCE - GREATER AUSTIN AREA<br>9001 N IH 35, SUITE 110 E<br>AUSTIN, TX 78753 74-2327454 501(C)(3) 292,000. 0. CINITIATIVE<br>WORLD LEARNING INC<br>1 KIPLING ROAD, PO BOX 676   | WALLOWA RESOURCES INC                      |                  |                      |                   |                  |                          |          | PARTICIPATION IN THRIVE  |
| WASHINGTON UNIVERSITY     ATI KESSLER SCHOLARS       YOU ROSEDALE AVENUE, CB 1034     ATI KESSLER SCHOLARS       SAINT LOUIS, MO 63112     43-0653611 501(C)(3)     50,000.     0.       WEST MICHIGAN CENTER FOR ARTS AND     WORK IN THE ASPEN     CRIMINAL JUSTICE REFORM       SUITE 300 - GRAND RAPIDS, MI 49504     74-3120354 501(C)(3)     150,000.     0.       WOFFORD COLLEGE     AMARD FOR AMERICAN TALL     INITIATIVE       429 NORTH CHURCH STREET     SPARTANBURG, SC 29303     57-0314422 501(C)(3)     25,000.     0.       WORKSOURCE - GREATER AUSTIN AREA     9001 N IH 35, SUITE 110 E     BUILDING ECOSYSTEMS FOR       9001 N IH 35, SUITE 110 E     74-2327454 501(C)(3)     292,000.     0.       WORLD LEARNING INC     1 KIPLING ROAD, FO BOX 676     STEVENS INITIATIVE   | 401 NE 1ST STREET, SUITE A                 |                  |                      |                   |                  |                          |          | RURAL ROUNDTABLE ON      |
| 700 ROSEDALE AVENUE, CB 1034<br>SAINT LOUIS, MO 6311243-0653611501(C)(3)50,000.0.ATT KESSLER SCHOLARS<br>COLLABORATIVE SUBAWARDWEST MICHIGAN CENTER FOR ARTS AND<br>TECHNOLOGY - 614 FIRST STREET NW,<br>SUITE 300 - GRAND RAPIDS, MI 4950474-3120354501(C)(3)150,000.0.NORK IN THE ASPEN<br>CRIMINAL JUSTICE REFORM<br>INITIATIVEWOFFORD COLLEGE<br>429 NORTH CHURCH STREET<br>SPARTANBURG, SC 2930374-3120354501(C)(3)150,000.0.NORKWORKSOURCE - GREATER AUSTIN AREA<br>9001 N IH 35, SUITE 110 E<br>AUSTIN, TX 7875374-2327454501(C)(3)292,000.0.NORWORLD LEARNING INC<br>1 KIPLING ROAD, PO BOX 67674-2327454501(C)(3)292,000.0.STEVENS INITIATIVE   | ENTERPRISE, OR 97828                       | 91-1794627       | 501(C)(3)            | 5,250.            | 0.               |                          |          | ADVANCING RURAL EQUITY   |
| 700 ROSEDALE AVENUE, CB 1034<br>SAINT LOUIS, MO 6311243-0653611501(C)(3)50,000.0.ATT KESSLER SCHOLARS<br>COLLABORATIVE SUBAWARDWEST MICHIGAN CENTER FOR ARTS AND<br>TECHNOLOGY - 614 FIRST STREET NW,<br>SUITE 300 - GRAND RAPIDS, MI 4950474-3120354501(C)(3)150,000.0.NORK IN THE ASPEN<br>CRIMINAL JUSTICE REFORM<br>INITIATIVEWOFFORD COLLEGE<br>429 NORTH CHURCH STREET<br>SPARTANBURG, SC 2930374-3120354501(C)(3)150,000.0.NORKWORKSOURCE - GREATER AUSTIN AREA<br>9001 N IH 35, SUITE 110 E<br>AUSTIN, TX 7875374-2327454501(C)(3)292,000.0.NORWORLD LEARNING INC<br>1 KIPLING ROAD, PO BOX 67674-2327454501(C)(3)292,000.0.STEVENS INITIATIVE   |  |                  |                      |                   |                  |                          |          |                          |
| SAINT LOUIS, MO 6311243-0653611501(C)(3)50,000.0.collaborative subawardWEST MICHIGAN CENTER FOR ARTS AND<br>TECHNOLOGY - 614 PIRST STREET NW,<br>SUITE 300 - GRAND RAPIDS, MI 4950474-3120354501(C)(3)150,000.0.NORK IN THE ASPEN<br>CRIMINAL JUSTICE REFORM<br>INITIATIVEWOFFORD COLLEGE<br>429 NORTH CHURCH STREET<br>SPARTANBURG, SC 2930374-3120354501(C)(3)150,000.0.NMARD FOR AMERICAN TALK<br>INITIATIVE'S PROMISING<br>PRACTICE ACCELERATOR FOR<br>INCREASING DIVERSITY IN<br>WORKSOURCE - GREATER AUSTIN AREA<br>9001 N IH 35, SUITE 110 E<br>AUSTIN, TX 7875374-2327454501(C)(3)292,000.0.NorkWORLD LEARNING INC<br>1 KIPLING ROAD, PO BOX 67674-2327454501(C)(3)292,000.0.Stevens INITIATIVE  |  |                  |                      |                   |                  |                          |          |                          |
| WEST MICHIGAN CENTER FOR ARTS AND<br>TECHNOLOGY - 614 FIRST STREET NW,<br>SUITE 300 - GRAND RAPIDS, MI 49504 74-3120354 501(C)(3) 150,000. 0.<br>WOFFORD COLLEGE<br>429 NORTH CHURCH STREET<br>SPARTANBURG, SC 29303 57-0314422 501(C)(3) 25,000. 0.<br>WORKSOURCE - GREATER AUSTIN AREA<br>9001 N IH 35, SUITE 110 E<br>AUSTIN, TX 78753 74-2327454 501(C)(3) 292,000. 0.<br>WORLD LEARNING INC<br>1 KIPLING ROAD, FO BOX 676   |  | 12 0652614       |                      |                   |                  |                          |          |                          |
| TECHNOLOGY - 614 FIRST STREET NW,<br>SUITE 300 - GRAND RAPIDS, MI 49504       74-3120354 501(C)(3)       150,000.       0.       CRIMINAL JUSTICE REFORM<br>INITIATIVE         WOFFORD COLLEGE       AWARD FOR AMERICAN TALL<br>INITIATIVE'S PROMISING       AWARD FOR AMERICAN TALL<br>INITIATIVE'S PROMISING         429 NORTH CHURCH STREET       S7-0314422 501(C)(3)       25,000.       0.       INCREASING DIVERSITY IN<br>INCREASING DIVERSITY IN         WORKSOURCE - GREATER AUSTIN AREA<br>9001 N IH 35, SUITE 110 E<br>AUSTIN, TX 78753       74-2327454 501(C)(3)       292,000.       0.       BUILDING ECOSYSTEMS FOR<br>YOUTH OPPORTUNITY         WORLD LEARNING INC<br>1 KIPLING ROAD, PO BOX 676       INITIATIVE       STEVENS INITIATIVE   | SAINT LOUIS, MO 63112                      | 43-0653611       | 501(C)(3)            | 50,000.           | 0.               |                          |          | COLLABORATIVE SUBAWARD   |
| TECHNOLOGY - 614 FIRST STREET NW,<br>SUITE 300 - GRAND RAPIDS, MI 49504       74-3120354 501(C)(3)       150,000.       0.       CRIMINAL JUSTICE REFORM<br>INITIATIVE         WOFFORD COLLEGE       AWARD FOR AMERICAN TALL<br>INITIATIVE'S PROMISING       AWARD FOR AMERICAN TALL<br>INITIATIVE'S PROMISING         429 NORTH CHURCH STREET       S7-0314422 501(C)(3)       25,000.       0.       INCREASING DIVERSITY IN<br>INCREASING DIVERSITY IN         WORKSOURCE - GREATER AUSTIN AREA<br>9001 N IH 35, SUITE 110 E<br>AUSTIN, TX 78753       74-2327454 501(C)(3)       292,000.       0.       BUILDING ECOSYSTEMS FOR<br>YOUTH OPPORTUNITY         WORLD LEARNING INC<br>1 KIPLING ROAD, PO BOX 676       INITIATIVE       STEVENS INITIATIVE   | WEST MICHIGAN CENTER FOR ARTS AND          |                  |                      |                   |                  |                          |          | WORK IN THE ASPEN        |
| SUITE 300 - GRAND RAPIDS, MI 49504       74-3120354       501(C)(3)       150,000.       0.       INITIATIVE         WOFFORD COLLEGE       AWARD FOR AMERICAN TALL       INITIATIVE'S PROMISING       PRACTICE ACCELERATOR FO         429 NORTH CHURCH STREET       S7-0314422       501(C)(3)       25,000.       0.       INICREASING DIVERSITY IN         WORKSOURCE - GREATER AUSTIN AREA       9001 N IH 35, SUITE 110 E       BUILDING ECOSYSTEMS FOR       BUILDING ECOSYSTEMS FOR         AUSTIN, TX 78753       74-2327454       501(C)(3)       292,000.       0.       STEVENS INITIATIVE   |  |                  |                      |                   |                  |                          |          |                          |
| woFFORD COLLEGE       AWARD FOR AMERICAN TALK         429 NORTH CHURCH STREET       pRACTICE ACCELERATOR FO         SPARTANBURG, SC 29303       57-0314422         57-0314422       501(C)(3)         25,000.       0.         WORKSOURCE - GREATER AUSTIN AREA       BUILDING ECOSYSTEMS FOR         9001 N IH 35, SUITE 110 E       74-2327454         AUSTIN, TX 78753       74-2327454         501(C)(3)       292,000.         0.       YOUTH OPPORTUNITY         WORLD LEARNING INC       STEVENS INITIATIVE   | ,  | 74-3120354       | 501(C)(3)            | 150 000           | 0                |                          |          |                          |
| WOFFORD COLLEGE<br>429 NORTH CHURCH STREET<br>SPARTANBURG, SC 29303INITIATIVE'S PROMISING<br>PRACTICE ACCELERATOR FOR<br>INCREASING DIVERSITY IN<br>NORKSOURCE - GREATER AUSTIN AREA<br>9001 N IH 35, SUITE 110 E<br>AUSTIN, TX 78753SOLIC)(3)25,000.0.INITIATIVE'S PROMISING<br>PRACTICE ACCELERATOR FOR<br>INCREASING DIVERSITY IN<br>BUILDING ECOSYSTEMS FOR<br>YOUTH OPPORTUNITYWORLD LEARNING INC<br>1 KIPLING ROAD, PO BOX 67674-2327454501(C)(3)292,000.0.INITIATIVE  |  | /1 0110001       |                      |                   | <b>.</b>         |                          |          |                          |
| 429 NORTH CHURCH STREET<br>SPARTANBURG, SC 2930357-0314422501(C)(3)25,000.0.PRACTICE ACCELERATOR FOR<br>INCREASING DIVERSITY IN<br>BUILDING ECOSYSTEMS FOR<br>AUSTIN, TX 78753WORKSOURCE - GREATER AUSTIN AREA<br>9001 N IH 35, SUITE 110 E<br>AUSTIN, TX 7875374-2327454501(C)(3)292,000.0.BUILDING ECOSYSTEMS FOR<br>YOUTH OPPORTUNITYWORLD LEARNING INC<br>1 KIPLING ROAD, PO BOX 676VOLDVOLDVOLDSTEVENS INITIATIVE   | WOFFORD COLLEGE                            |                  |                      |                   |                  |                          |          |                          |
| SPARTANBURG, SC 29303       57-0314422       501(C)(3)       25,000.       0.       INCREASING DIVERSITY IN         WORKSOURCE - GREATER AUSTIN AREA       9001 N IH 35, SUITE 110 E       AUSTIN, TX 78753       74-2327454       501(C)(3)       292,000.       0.       BUILDING ECOSYSTEMS FOR YOUTH OPPORTUNITY         WORLD LEARNING INC       1 KIPLING ROAD, PO BOX 676       INCREASING INCLICATION       STEVENS INITIATIVE   |  |                  |                      |                   |                  |                          |          |                          |
| WORKSOURCE - GREATER AUSTIN AREA<br>9001 N IH 35, SUITE 110 E<br>AUSTIN, TX 78753 74-2327454 501(C)(3) 292,000. 0. BUILDING ECOSYSTEMS FOR<br>YOUTH OPPORTUNITY<br>WORLD LEARNING INC<br>1 KIPLING ROAD, PO BOX 676 STEVENS INITIATIVE   |  | 57-0314422       | 501(C)(3)            | 25 000.           | 0.               |                          |          |                          |
| 9001 N IH 35, SUITE 110 E<br>AUSTIN, TX 78753 74-2327454 501(C)(3) 292,000. 0. BUILDING ECOSYSTEMS FOR<br>YOUTH OPPORTUNITY<br>WORLD LEARNING INC<br>1 KIPLING ROAD, PO BOX 676  |  |                  |                      |                   |                  |                          |          |                          |
| AUSTIN, TX 78753         74-2327454         501(C)(3)         292,000.         0.         YOUTH OPPORTUNITY           WORLD LEARNING INC<br>1 KIPLING ROAD, PO BOX 676         Image: Constraint of the second sec   | WORKSOURCE - GREATER AUSTIN AREA           |                  |                      |                   |                  |                          |          |                          |
| AUSTIN, TX 78753         74-2327454         501(C)(3)         292,000.         0.         YOUTH OPPORTUNITY           WORLD LEARNING INC<br>1 KIPLING ROAD, PO BOX 676         Image: Constraint of the second sec   | 9001 N IH 35, SUITE 110 E                  |                  |                      |                   |                  |                          |          | BUILDING ECOSYSTEMS FOR  |
| 1 KIPLING ROAD, PO BOX 676 STEVENS INITIATIVE  |  | 74-2327454       | 501(C)(3)            | 292,000.          | 0.               |                          |          | YOUTH OPPORTUNITY        |
| 1 KIPLING ROAD, PO BOX 676 STEVENS INITIATIVE  | WORLD LEADNING INC                         |                  |                      |                   |                  |                          |          |                          |
|  |  |                  |                      |                   |                  |                          |          | STEVENS INTTIATUR        |
|  | BRATTLEBORO, VT 05302                      | 03-0170502       | 501(0)(3)            | 242,903.          | 0.               |                          |          | CULTURAL EXCHANGE        |

| YOUNDATION INC - 1428 TUGALOO       85-3869024       501(C)(3)       83,368.       0.       STEVENS INITIATIVE CULTURAL EXCHANGE         YOUNDATION INC - 1428 TUGALOO       85-3869024       501(C)(3)       83,368.       0.       CULTURAL EXCHANGE         YOUTHBUILD NEWARK INC       STEVENS INITIATIVE       STEVENS INITIATIVE       STEVENS INITIATIVE       STEVENS INITIATIVE         YOUTHBUILD NEWARK INC       STEVENS INITIATIVE       STEVENS INITIATIVE       STEVENS INITIATIVE         YOUTHBUILD NEWARK INC       STEVENS INITIATIVE       STEVENS INITIATIVE       STEVENS INITIATIVE         YOUTHBUILD NEWARK INC       STEVENS INITIATIVE       STEVENS INITIATIVE       STEVENS INITIATIVE         YOUTHBUILD NEWARK INC       STEVENS INITIATIVE       STEVENS INITIATIVE       STEVENS INITIATIVE         YOUTHBUILD NEWARK INC       STEVENS INITIATIVE       STEVENS INITIATIVE       STEVENS INITIATIVE         YOUTHBUILD NEWARK INC       STEVENS INITIATIVE       STEVENS INITIATIVE       STEVENS INITIATIVE         YOUTHBUILD NEWARK INC       STEVENS INITIATIVE       STEVENS INITIATIVE       STEVENS INITIATIVE   | (a) Name and address of organization or government | (b) EIN    | (c) IRC section<br>if applicable | (d) Amount of cash grant | <b>(e)</b> Amount of<br>noncash<br>assistance | <b>(f)</b> Method of<br>valuation<br>(book, FMV,<br>appraisal, other) | (g) Description of non-cash assistance | (h) Purpose of grant<br>or assistance |
|---|--|------------|----------------------------------|--------------------------|---|---|--|---------------------------------------|
| RIVE NE - BROOKHAVEN, GA 30319 85-3869024 501(C)(3) 83,368. 0. CULTURAL EXCHANGE<br>COUTHBUILD NEWARK INC<br>571 CENTRAL AVENUE, 2ND FLOOR BUILDING ECOSYSTEMS  | WORLD WIDE SCHOLASTIC ESPORTS                      |            |                                  |                          |   |   |  |                                       |
| YOUTHBUILD NEWARK INC<br>171 CENTRAL AVENUE, 2ND FLOOR BUILDING ECOSYSTEMS  | OUNDATION INC - 1428 TUGALOO                       |            |                                  |                          |   |   |  | STEVENS INITIATIVE                    |
| 71 CENTRAL AVENUE, 2ND FLOOR BUILDING ECOSYSTEMS  | RIVE NE - BROOKHAVEN, GA 30319                     | 85-3869024 | 501(C)(3)                        | 83,368.                  | 0.  |   |  | CULTURAL EXCHANGE                     |
|   | OUTHBUILD NEWARK INC                               |            |                                  |                          |   |   |  |                                       |
| Image: Parker, NJ 07107       75-3187358       501(C)(3)       292,000.       0.       Youth opportunity         Image: Parker, NJ 07107       75-3187358       501(C)(3)       292,000.       0.       Youth opportunity         Image: Parker, NJ 07107       75-3187358       501(C)(3)       292,000.       0.       Youth opportunity         Image: Parker, NJ 07107       75-3187358       501(C)(3)       292,000.       0.       Youth opportunity         Image: Parker, NJ 07107         Image: Parker, NJ 07107       Image: Parker, NJ 07107       Image: Parker, NJ 07107       Image: Parker, NJ 07107       Image: Parker, NJ 07107         Image: Parker, NJ 07107       Image: Parker, NJ 07107       Image: Parker, NJ 07107       Image: Parker, NJ 07107       Image: Parker, NJ 07107         Image: Parker, NJ 07107       Image: Parker, NJ 07107       Image: Parker, NJ 07107       Image: Parker, NJ 07107       Image: Parker, NJ 07107       Image: Parker, NJ 07107         Image: Parker, NJ 07107       Image: Parker, NJ 07107       Image: Parker, NJ 07107       Image: Parker, NJ 07107       Image: Parker, NJ 07107         Image: Parker, NJ 07107       Image: Parker, NJ 07107       Image: Parker, NJ 07107       Image: Parker, NJ 07107       Image: Parker,  | 71 CENTRAL AVENUE, 2ND FLOOR                       |            |                                  |                          |   |   |  | BUILDING ECOSYSTEMS FO                |
|   | NEWARK, NJ 07107                                   | 75-3187358 | 501(C)(3)                        | 292,000.                 | 0.  |   |  | YOUTH OPPORTUNITY                     |
| Image: selection of the |  |            |                                  |                          |   |   |  |                                       |
| Image: state of the state                |  |            |                                  |                          |   |   |  |                                       |
| Image: Second               |  |            |                                  |                          |   |   |  |                                       |
| Image: state of the state                |  |            |                                  |                          |   |   |  |                                       |
|   |  |            |                                  |                          |   |   |  |                                       |
| Image: Second               |  |            |                                  |                          |   |   |  |                                       |
| Image: state in the state                |  |            |                                  |                          |   |   |  |                                       |
|   |  |            |                                  |                          |   |   |  |                                       |
|   |  |            |                                  |                          |   |   |  |                                       |
|   |  |            |                                  |                          |   |   |  |                                       |
|   |  |            |                                  |                          |   |   |  |                                       |
|   |  |            |                                  |                          |   |   |  |                                       |
|   |  |            |                                  |                          |   |   |  |                                       |
|   |  |            |                                  |                          |   |   |  |                                       |
|   |  |            |                                  |                          |   |   |  |                                       |
|   |  |            |                                  |                          |   |   |  |                                       |
|   |  |            |                                  |                          |   |   |  |                                       |

Schedule I (Form 990) 2022 THE ASPEN

THE ASPEN INSTITUTE, INC.

84-0399006

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<br>recipients | (c) Amount of<br>cash grant | (d) Amount of non-<br>cash assistance | (e) Method of valuation<br>(book, FMV, appraisal, other) | (f) Description of noncash assistance |
|---|-----------------------------|-----------------------------|---------------------------------------|--|---------------------------------------|
|   |                             |                             |                                       |  |                                       |
|   |                             |                             |                                       |  |                                       |
| IONORARIA   | 311                         | 757,500.                    | 0.                                    |  |                                       |
|   |                             |                             |                                       |  |                                       |
| EVENT PARTICIPATION STIPEND                                 | 179                         | 329,800.                    | 0.                                    |  |                                       |
|   |                             |                             |                                       |  |                                       |
| AWARDS  | 41                          | 65,987.                     | 0.                                    |  |                                       |
|   |                             |                             |                                       |  |                                       |
| TRAVEL STIPEND  | 43                          | 41,800.                     | 0.                                    |  |                                       |
|   |                             |                             |                                       |  |                                       |
| HEALTH STIPEND  | 12                          | 14,850.                     | 0.                                    |  |                                       |
| Part IV Supplemental Information. Provide the information r | equired in Part I, lin      | e 2; Part III, column       | (b); and any other ad                 | dditional information.                                   |                                       |
| PART I, LINE 2:   |                             |                             |                                       |  |                                       |
| THE INSTITUTE PERIODICALLY ENGAGES OTHER ENTITIES           | TO FURTHER TH               | E OBJECTIVES                |                                       |  |                                       |
|   |                             |                             |                                       |  |                                       |
| SET FORTH IN OUR GRANT AGREEMENTS. THIS IS TYPICA           | LLY DONE VIA S              | OB-AWARDS OR                |                                       |  |                                       |
| E-GRANTS THAT RUN CONCURRENTLY WITH THE PRIME AW            | ARD IN WHICH I              | 'HE SUB                     |                                       |  |                                       |
| RECIPIENTS ARE ADVISED OF ALL APPLICABLE LAWS AND           | REGULATIONS,                | AND ALL                     |                                       |  |                                       |
| APPROPRIATE FLOW-DOWN PROVISIONS FROM THE PRIME A           | GREEMENT. ALL               | SUB GRANTEES                |                                       |  |                                       |
| OR SERVICE PROVIDERS MUST ALSO CERTIFY THAT IT DO           | ES NOT AND WIL              | L NOT                       |                                       |  |                                       |
| KNOWINGLY PROVIDE MATERIAL SUPPORT OR RESOURCES T           | O ANY INDIVIDU              | VAL OR ENTITY               |                                       |  |                                       |
| INVOLVED WITH TERRORISM (INCLUDING ANY INDIVIDUAL           | S ENTITIES OR               | GROUPS                      |                                       |  |                                       |
| 232102 10.31-22   |                             |                             |                                       |  | Schedule I (Form 990) 20              |

## Part IV Supplemental Information

SUBJECT TO OFAC SANCTIONS) OR TO ANYONE WHO ACTS AS AN AGENT FOR SUCH AN

## INDIVIDUAL OR ENTITY, ANY VIOLATION OF THIS CERTIFICATION MUST BE GROUNDS

FOR IMMEDIATE TERMINATION OF THE LETTER OF AGREEMENT AND RETURN OF ALL

GRANT FUNDS.

THE FREQUENCY AND SCOPE OF RESEARCH PROGRAM'S MONITORING PROCEDURES ARE

DETERMINED JOINTLY BY THE RESPONSIBLE PROGRAM MANAGER AND RESPECTIVE GRANT

ADMINISTRATOR/FINANCIAL ANALYST. THIS INCLUDES THE ROUTINE RECEIPT AND

REVIEW OF THE NARRATIVE AND FINANCIAL REPORTS, A REVIEW OF EXPENSES TO

BUDGET, THE OPTION TO PERFORM AUDITS, AND ALLOWS FOR THE PERFORMANCE OF

SITE VISITS IF NECESSARY. THE INSTITUTE IS NOTIFIED WHENEVER PROBLEMS

DELAYS OR OTHER CONDITIONS DEVELOP WHICH WOULD HAVE SIGNIFICANT IMPACT UPON

THE PROJECT. BUDGET REVISIONS ARE ALLOWED WITHIN THE PARAMETERS SET FORTH

IN EACH SUB AWARD. THE PAYMENT SCHEDULE AND THE DEGREE OF FLEXIBILITY

OFFERED MAY DEPEND ON PREVIOUS EXPERIENCE WITH THE RECIPIENT. THE DEGREE OF

EXTERNAL OVERSIGHT BY OTHER PARTIES, AND THE SOPHISTICATION OF THE

RECIPIENT'S ADMINISTRATIVE SYSTEMS.

PART II, LINE 1, COLUMN (H):

NAME OF ORGANIZATION OR GOVERNMENT: HOPE COLLEGE

(H) PURPOSE OF GRANT OR ASSISTANCE: AWARD FOR AMERICAN TALENT

INITIATIVE'S PROMISING PRACTICE ACCELERATOR FOR INCREASING DIVERSITY IN

THE STUDENT BODY

NAME OF ORGANIZATION OR GOVERNMENT: ITHAKA HARBORS INC

(H) PURPOSE OF GRANT OR ASSISTANCE: PARTICIPATION IN THE AMERICAN TALENT

INITIATIVE TO EXPAND ACCESS TO EDUCATION FOR LOW/MODERATE INCOME STUDENTS

Schedule I (Form 990)

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NAME OF ORGANIZATION OR GOVERNMENT: KCE LLC

(H) PURPOSE OF GRANT OR ASSISTANCE: HONORARIUM FOR PARTICIPATION IN

RECRUITMENT AND SELECTION PROCESS FOR THE ASPEN PRESIDENTIAL FELLOWSHIP

FOR COMMUNITY COLLEGE EXCELLENCE

NAME OF ORGANIZATION OR GOVERNMENT: LEBANON VALLEY COLLEGE

(H) PURPOSE OF GRANT OR ASSISTANCE: AWARD FOR AMERICAN TALENT

INITIATIVE'S PROMISING PRACTICE ACCELERATOR FOR INCREASING DIVERSITY IN

THE STUDENT BODY

NAME OF ORGANIZATION OR GOVERNMENT:

REGENTS OF THE UNIVERSITY OF CALIFORNIA AT RIVERSIDE

(H) PURPOSE OF GRANT OR ASSISTANCE: AWARD FOR AMERICAN TALENT

INITIATIVE'S PROMISING PRACTICE ACCELERATOR FOR INCREASING DIVERSITY IN

THE STUDENT BODY

NAME OF ORGANIZATION OR GOVERNMENT:

SAN JACINTO COMMUNITY COLLEGE FOUNDATION INC

(H) PURPOSE OF GRANT OR ASSISTANCE: HONORARIUM FOR MENTOR AND FACULTY

ADVISOR FOR THE ASPEN PRESIDENTIAL FELLOWSHIP FOR COMMUNITY COLLEGE

EXCELLENCE

NAME OF ORGANIZATION OR GOVERNMENT: STEVENS INSTITUTE OF TECHNOLOGY

(H) PURPOSE OF GRANT OR ASSISTANCE: AWARD FOR AMERICAN TALENT

INITIATIVE'S PROMISING PRACTICE ACCELERATOR FOR INCREASING DIVERSITY IN

THE STUDENT BODY

NAME OF ORGANIZATION OR GOVERNMENT: STONY BROOK FOUNDATION INC

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## Part IV Supplemental Information

(H) PURPOSE OF GRANT OR ASSISTANCE: AWARD FOR AMERICAN TALENT

#### INITIATIVE'S PROMISING PRACTICE ACCELERATOR FOR INCREASING DIVERSITY IN

THE STUDENT BODY

NAME OF ORGANIZATION OR GOVERNMENT: THE DUKES GROUP

(H) PURPOSE OF GRANT OR ASSISTANCE: HONORARIUM FOR MENTOR AND FACULTY

ADVISOR FOR THE ASPEN PRESIDENTIAL FELLOWSHIP FOR COMMUNITY COLLEGE

EXCELLENCE

#### NAME OF ORGANIZATION OR GOVERNMENT: UNIVERSITY OF DAYTON

(H) PURPOSE OF GRANT OR ASSISTANCE: AWARD FOR AMERICAN TALENT

INITIATIVE'S PROMISING PRACTICE ACCELERATOR FOR INCREASING DIVERSITY IN

THE STUDENT BODY

NAME OF ORGANIZATION OR GOVERNMENT:

UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

(H) PURPOSE OF GRANT OR ASSISTANCE: AWARD FOR AMERICAN TALENT

INITIATIVE'S PROMISING PRACTICE ACCELERATOR FOR INCREASING DIVERSITY IN

THE STUDENT BODY

NAME OF ORGANIZATION OR GOVERNMENT: UNIVERSITY OF TENNESSEE, KNOXVILLE

(H) PURPOSE OF GRANT OR ASSISTANCE: AWARD FOR AMERICAN TALENT

INITIATIVE'S PROMISING PRACTICE ACCELERATOR FOR INCREASING DIVERSITY IN

THE STUDENT BODY

NAME OF ORGANIZATION OR GOVERNMENT: US CHAMBER OF COMMERCE FOUNDATION

(H) PURPOSE OF GRANT OR ASSISTANCE: TO IMPROVE AND SCALE JOB QUALITY FOR

WORKERS BY DEVELOPING TRAINING MATERIALS AND SUPPORTS FOR EMPLOYERS AND

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EMPLOYER COLLABORATIVES THAT ARE USING THE U.S. CHAMBER OF COMMERCE

FOUNDATION'S TALENT PIPELINE MANAGEMENT (TPM) FRAMEWORK

NAME OF ORGANIZATION OR GOVERNMENT: WOFFORD COLLEGE

(H) PURPOSE OF GRANT OR ASSISTANCE: AWARD FOR AMERICAN TALENT

INITIATIVE'S PROMISING PRACTICE ACCELERATOR FOR INCREASING DIVERSITY IN

THE STUDENT BODY

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| SCHEDULE J |  | Compensation Information  |              |                              |        | 47   |  |
|------------|--|---|--------------|------------------------------|--------|------|--|
| (Form 990) |  | For certain Officers, Directors, Trustees, Key Employees, and Highest                                     |              |                              |        | )    |  |
|            |  | Compensated Employees<br>Complete if the organization answered "Yes" on Form 990, Part IV, line 23.       |              | 20                           | 22     |      |  |
|            | rtment of the Treasury   | Attach to Form 990.   |              | Open to Public<br>Inspection |        | ic   |  |
|            | al Revenue Service   | Go to www.irs.gov/Form990 for instructions and the latest information.                                    | Employer ide |                              |        | mbor |  |
| man        | Name of the organization Employer identified THE ASPEN INSTITUTE, INC. 84-039900                                 |   |              |                              |        |      |  |
| Pa         | rt I Question  | s Regarding Compensation  | 01 000       |                              |        |      |  |
|            |  |   |              |                              | Yes    | No   |  |
| 1a         | Check the appropri   | ate box(es) if the organization provided any of the following to or for a person listed on Form           | 990,         |                              |        |      |  |
|            |  | line 1a. Complete Part III to provide any relevant information regarding these items.                     |              |                              |        |      |  |
|            | First-class or c   | harter travel Housing allowance or residence for perso  | nal use      |                              |        |      |  |
|            | X Travel for com   | panions Payments for business use of personal re  | sidence      |                              |        |      |  |
|            | Tax indemnific   | ation and gross-up payments Health or social club dues or initiation fee                                  | S            |                              |        |      |  |
|            | Discretionary s  | spending account Personal services (such as maid, chauffer  | ır, chef)    |                              |        |      |  |
|            |  |   |              |                              |        |      |  |
| b          | •  | on line 1a are checked, did the organization follow a written policy regarding payment or                 |              |                              |        |      |  |
|            | reimbursement or p   | rovision of all of the expenses described above? If "No," complete Part III to explain                    |              | 1b                           | X      |      |  |
| 2          | Did the organization   | n require substantiation prior to reimbursing or allowing expenses incurred by all directors,             |              |                              |        |      |  |
|            | trustees, and office   | rs, including the CEO/Executive Director, regarding the items checked on line 1a?                         |              | 2                            | Х      |      |  |
|            |  |   |              |                              |        |      |  |
| 3          |  | ny, of the following the organization used to establish the compensation of the organization's            |              |                              |        |      |  |
|            |  | ector. Check all that apply. Do not check any boxes for methods used by a related organization            | on to        |                              |        |      |  |
|            | '  | ation of the CEO/Executive Director, but explain in Part III.   |              |                              |        |      |  |
|            | X Compensation   |   |              |                              |        |      |  |
|            |  | ompensation consultant  |              |                              |        |      |  |
|            | X Form 990 of o  | ther organizations  | ommittee     |                              |        |      |  |
| 4          | During the year did  | any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing                   |              |                              |        |      |  |
| 4          | organization or a re   |   |              |                              |        |      |  |
| а          | 0  |   |              | 4a                           | х      |      |  |
| b          |  | e payment or change-or-control payment?<br>eive payment from a supplemental nonqualified retirement plan? |              |                              |        | x    |  |
|            | -  |   |              | 4c                           |        | x    |  |
| Ũ          |  | erve payment from an equity-based compensation arrangement?   |              | 10                           |        |      |  |
|            |  |   |              |                              |        |      |  |
|            | Only section 501(c   | )(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.                                    |              |                              |        |      |  |
| 5          |  | on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation            | n            |                              |        |      |  |
|            | contingent on the re   |   |              |                              |        |      |  |
| а          | The organization?  |   |              | 5a                           |        | X    |  |
| b          |  | ation?  |              | 5b                           |        | X    |  |
|            |  | or 5b, describe in Part III.  |              |                              |        |      |  |
| 6          | For persons listed of  | on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensatio             | 'n           |                              |        |      |  |
|            | contingent on the n  | et earnings of:   |              |                              |        |      |  |
| а          | The organization?  |   |              | 6a                           |        | X    |  |
| b          | Any related organiz  | ation?  |              | 6b                           |        | X    |  |
|            |  | or 6b, describe in Part III.  |              |                              |        |      |  |
| 7          | For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments |   |              |                              |        |      |  |
|            |  | nes 5 and 6? If "Yes," describe in Part III   |              | 7                            |        | X    |  |
| 8          |  | reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the            | 1e           |                              |        |      |  |
|            | initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III      |   |              | 8                            |        | X    |  |
| 9          |  |   |              |                              |        |      |  |
|            | Regulations section  |   |              | 9                            | L      |      |  |
| LHA        | For Paperwork R  | eduction Act Notice, see the Instructions for Form 990.   | Schedule     | J (Forn                      | n 990) | 2022 |  |

232111 10-18-22

84-0399006

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

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

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

| (A) Name and Title                |      | (B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation |   |   | (C) Retirement and other deferred | (D) Nontaxable benefits | (E) Total of columns<br>(B)(i)-(D) | (F) Compensation<br>in column (B)         |
|-----------------------------------|------|--|---|---|-----------------------------------|-------------------------|------------------------------------|---|
|                                   |      | (i) Base<br>compensation   | (ii) Bonus &<br>incentive<br>compensation | (iii) Other<br>reportable<br>compensation | compensation                      |                         |                                    | reported as deferred<br>on prior Form 990 |
| (1) DANIEL PORTERFIELD            | (i)  | 724,256.   | 118,620.                                  | 3,564.                                    | 36,600.                           | 21,120.                 | 904,160.                           | ٥.  |
| PRESIDENT & CEO                   | (ii) | 0.   | 0.  | 0.  | 0.                                | 0.                      | 0.                                 | 0.  |
| (2) ELLIOT GERSON                 | (i)  | 534,119.   | 0.  | 11,124.                                   | 45,750.                           | 14,904.                 | 605,897.                           | 0.  |
| EXECUTIVE VP                      | (ii) | 0.   | 0.  | 0.  | 0.                                | 0.                      | 0.                                 | 0.  |
| (3) DAVID LANGSTAFF               | (i)  | 483,802.   | 0.  | 6,858.                                    | 36,600.                           | 14,904.                 | 542,164.                           | 0.  |
| EXEC VICE PRESIDENT               | (ii) | 0.   | 0.  | 0.  | 0.                                | 0.                      | 0.                                 | 0.  |
| (4) NAMITA KHASAT                 | (i)  | 215,723.   | 0.  | 270,699.                                  | 22,875.                           | 7,452.                  | 516,749.                           | ٥.  |
| CFO/CAO/TREASURER - UNTIL 06/2022 | (ii) | 0.   | 0.  | 0.  | 0.                                | 0.                      | 0.                                 | ٥.  |
| (5) CYNTHIA MCKEE                 | (i)  | 425,000.   | 0.  | 3,564.                                    | 4,692.                            | 7,360.                  | 440,616.                           | ٥.  |
| EVP INSTITUTIONAL ADVANCEMENT     | (ii) | 0.   | 0.  | 0.  | 0.                                | 0.                      | 0.                                 | 0.  |
| (6) STEPHEN PATRICK               | (i)  | 354,267.   | 0.  | 1,242.                                    | 45,750.                           | 21,120.                 | 422,379.                           | ٥.  |
| EXECUTIVE DIRECTOR                | (ii) | 0.   | 0.  | 0.  | 0.                                | 0.                      | 0.                                 | 0.  |
| (7) ANN MOSLE                     | (i)  | 349,975.   | 0.  | 2,322.                                    | 45,750.                           | 21,120.                 | 419,167.                           | 0.  |
| VP, EXECUTIVE DIRECTOR            | (ii) | 0.   | 0.  | 0.  | 0.                                | 0.                      | 0.                                 | ٥.  |
| (8) VIVIAN SCHILLER               | (i)  | 363,462.   | 0.  | 3,564.                                    | 30,500.                           | 14,904.                 | 412,430.                           | 0.  |
| EXECUTIVE DIRECTOR                | (ii) | 0.   | 0.  | 0.  | 0.                                | 0.                      | 0.                                 | 0.  |
| (9) ERIKA MALLIN                  | (i)  | 350,200.   | 0.  | 2,322.                                    | 23,950.                           | 7,680.                  | 384,152.                           | 0.  |
| EXECUTIVE DIRECTOR                | (ii) | 0.   | 0.  | 0.  | 0.                                | 0.                      | 0.                                 | 0.  |
| (10) MARIA ACEBAL                 | (i)  | 301,154.   | 13,500.                                   | 1,242.                                    | 30,115.                           | 0.                      | 346,011.                           | ٥.  |
| VP STRATEGIC DEV CORP SECRETARY   | (ii) | 0.   | 0.  | 0.  | 0.                                | 0.                      | 0.                                 | 0.  |
|                                   | (i)  |  |   |   |                                   |                         |                                    |   |
|                                   | (ii) |  |   |   |                                   |                         |                                    |   |
|                                   | (i)  |  |   |   |                                   |                         |                                    |   |
|                                   | (ii) |  |   |   |                                   |                         |                                    |   |
|                                   | (i)  |  |   |   |                                   |                         |                                    |   |
|                                   | (ii) |  |   |   |                                   |                         |                                    |   |
|                                   | (i)  |  |   |   |                                   |                         |                                    |   |
|                                   | (ii) |  |   |   |                                   |                         |                                    |   |
|                                   | (i)  |  |   |   |                                   |                         |                                    |   |
|                                   | (ii) |  |   |   |                                   |                         |                                    |   |
|                                   | (i)  |  |   |   |                                   |                         |                                    |   |
|                                   | (ii) |  |   |   |                                   |                         |                                    |   |

Schedule J (Form 990) 2022

### Part III Supplemental Information

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

PART I, LINE 1A:

THE ASPEN INSTITUTE FOLLOWS A POLICY GOVERNING EXPENSE REIMBURSEMENT AND

COMPLIES WITH TRAVEL GUIDELINES APPLICABLE TO ALL EMPLOYEES.

PART I, LINE 4A:

SEVERANCE WAS PAID TO CFO/CAO/TREASURER OF \$237,448, WHICH IS REPORTED IN

SCHEDULE J, PART II, COLUMN B(III).

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## SCHEDULE M (Form 990)

# **Noncash Contributions**

OMB No. 1545-0047

| 2022           |
|----------------|
| Open to Public |
| Increation     |

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

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

Department of the Treasury Internal Revenue Service

| Name of the organization |     |       |            |      |
|--------------------------|-----|-------|------------|------|
|                          | THE | ASPEN | INSTITUTE, | INC. |

Employer identification number 84-0399006

| Pa              | rt I Types of Property  |                                      |  |  |  |     |          |
|-----------------|---|--------------------------------------|--|--|--|-----|----------|
|                 |   | <b>(a)</b><br>Check if<br>applicable | <b>(b)</b><br>Number of<br>contributions or<br>items contributed | (c)<br>Noncash contribution<br>amounts reported on<br>Form 990, Part VIII, line 1g | <b>(d)</b><br>Method of determir<br>noncash contribution a |     | s        |
| 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  | Х                                    | 26   | 16,542,645.  | 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 $_{\dots}$  |                                      |  |  |  |     |          |
| 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 ()  |                                      |  |  |  |     |          |
| <u>28</u><br>29 | Other ( )   | l                                    | <br>the tax year far a   |  |  |     |          |
| 29              | Number of Forms 8283 received by the organiz<br>for which the organization completed Form 828   |                                      |  |  |  |     |          |
|                 | for which the organization completed Form 626   | 55, Fart V, L                        | onee Acknowledg  | ement 29   |  | Yes | No       |
| 30a             | During the year, did the organization receive by  | , contributio                        | n any property rep   | orted in Part I, lines 1 throug  | h 28 that it   | 162 | NO       |
| 30a             | must hold for at least 3 years from the date of t   |                                      |  |  |  |     |          |
|                 | exempt purposes for the entire holding period?  |                                      |  |  |  |     | x        |
| h               | If "Yes," describe the arrangement in Part II.  |                                      |  |  |  |     |          |
| 31              | , <b>G</b>  | olicy that re                        | quires the review (  | of any nonstandard contribut   | ions? 31   | х   |          |
|                 | Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?       31 X         Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash       I |                                      |  |  |  |     |          |
| JEU             | contributions?  |                                      | -  |  | 32a  |     | x        |
| b               | If "Yes," describe in Part II.  |                                      |  |  |  |     |          |
| 33              | If the organization didn't report an amount in c  | olumn (c) foi                        | a type of property   | / for which column (a) is chec   | cked.  |     |          |
|                 | describe in Part II.  |                                      |  |  |  |     |          |
|                 |   |                                      |  |  |  |     | <u> </u> |

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

Schedule M (Form 990) 2022

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Schedule M (Form 990) 2022 THE ASPEN INSTITUTE, INC.

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

SCHEDULE M, PART I, COLUMN (B):

THIS COLUMN REPRESENTS THE NUMBER OF ACTUAL CONTRIBUTIONS, NOT THE

NUMBER OF ITEMS CONTRIBUTED.

SCHEDULE M, LINE 32B:

THE INSTITUTE HAS A WRITTEN GIFT ACCEPTANCE POLICY. IF A DONOR WANTS TO

GIVE A GIFT OUTSIDE OF THAT POLICY, IT WILL BE REVIEWED BY SENIOR

MANAGEMENT AND, IF NECESSARY, REFERRED TO THE BOARD OF TRUSTEES.

Schedule M (Form 990) 2022

84-0399006

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80 2022.04030 THE ASPEN INSTITUTE, INC. 192063\_1 SCHEDULE O (Form 990)

Department of the Treasury Internal Revenue Service Name of the organization

# Supplemental Information to Form 990 or 990-EZ

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



Employer identification number 84-0399006

THE ASPEN INSTITUTE, INC.

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

CHALLENGES.

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

SOCIETY'S BIGGEST CHALLENGES. WE BRING TOGETHER THOUGHTFUL PEOPLE WITH

DIVERSE BACKGROUNDS AND POINTS OF VIEW; WE CULTIVATE AND SUPPORT

VALUES-BASED, PURPOSE-DRIVEN LEADERS IN MANY COMMUNITIES; WE TURN IDEAS

INTO ACTION AND IMPACT FOR INDIVIDUALS AND SOCIETY. FOR NEARLY 70

YEARS, THE INSTITUTE HAS WORKED TO ADVANCE A MISSION TO CULTIVATE

ASPIRATIONAL, VALUES-BASED LEADERS; CONVENE DIVERSE THINKERS AND DOERS

AROUND CRITICAL QUESTIONS AND ISSUES; ELEVATE COMPELLING IDEAS AND

WORKS OF ART, LITERATURE, AND CULTURE; AND NURTURE A STRONG CIVIL

SOCIETY, ACCOUNTABLE INSTITUTIONS, AND EFFECTIVE PROBLEM-SOLVING. IT IS

BASED IN WASHINGTON, DC WITH CAMPUSES AND OFFICES IN ASPEN, COLORADO,

ITS ORIGINAL HOME SINCE ITS FOUNDING IN 1949, AND NEW YORK CITY.

ELEVEN OFFICIAL INTERNATIONAL PARTNERS CONDUCT REGULAR MEETINGS AND

SEMINARS IN COUNTRIES THROUGHOUT LATIN AMERICA, EUROPE, AND ASIA.

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

OTHER RESTRICTED PROGRAMS, ASPEN GLOBAL LEADERSHIP NETWORK AND

INNOVATION FUNDS, YOUTH AND ENGAGEMENT, AND SEMINARS

EXPENSES \$ 25,175,194. INCL GRANTS OF \$ 762,500. REVENUE \$ 4,340,741.

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

THE FEDERAL FORM 990 OF THE INSTITUTE IS PREPARED BY AN EXTERNAL ACCOUNTING

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

Schedule O (Form 990) 2022

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| Name of the organization<br>THE ASPEN INSTITUTE, INC.  | Employer identification numb<br>84-0399006 |
|--|--|
| FIRM USING INFORMATION OBTAINED FROM INSTITUTE'S STAFF. ONCE THE INITIAL   |  |
| DRAFT IS PREPARED, IT IS REVIEWED BY SR. FINANCE/ACCOUNTING STAFF. IF  |  |
| ,<br>NECESSARY, CHANGES ARE MADE AND ANOTHER DRAFT IS ISSUED.  |  |
| THE SECOND DRAFT FORM 990 IS REVIEWED BY AN APPOINTED MEMBER OF THE AUDIT  |  |
| COMMITTEE ALONG WITH THE EVP FINANCE & ENTERPRISE BUSINESS DEVELOPMENT. IF   |  |
| NECESSARY, CHANGES ARE MADE AND ANOTHER DRAFT IS ISSUED.   |  |
| THE FINAL DRAFT FORM 990 IS PROVIDED TO ALL MEMBERS OF THE AUDIT COMMITTEE,  |  |
| WHICH INCLUDES THE CHAIR OF THE BOARD OF TRUSTEES. ONCE APPROVED, COPIES   |  |
| ARE THEN DISTRIBUTED TO ALL BOARD MEMBERS BEFORE THE RETURN IS FILED WITH  |  |
| THE INTERNAL REVENUE SERVICE.  |  |
|  |  |
| FORM 990, PART VI, SECTION B, LINE 12C:  |  |
| ALL ASPEN INSTITUTE TRUSTEES AND EMPLOYEES ARE REQUIRED ANNUALLY TO  |  |
| COMPLETE AND SIGN A DISCLOSURE AND ACKNOWLEDGEMENT FORM RELATED TO THE   |  |
| INSTITUTE'S CONFLICT OF INTEREST POLICY. SPECIFICALLY, ALL TRUSTEES AND  |  |
| EMPLOYEES ARE REQUIRED TO ACKNOWLEDGE THAT THEY HAVE READ, UNDERSTOOD, AND   |  |
| ARE COMMITTED TO ABIDING BY THE INSTITUTE'S CONFLICT OF INTEREST POLICY,   |  |
| AND TO MAKE CERTAIN DISCLOSURES ABOUT THEIR ACTIVITIES OUTSIDE OF WORK AND   |  |
| FINANCES TO HELP IDENTIFY POSSIBLE CONFLICTS OF INTEREST. ALL EMPLOYEE   |  |
| FORMS ARE SUBMITTED TO THE HUMAN RESOURCES DEPARTMENT, WHICH REVIEWS THEM  |  |
| AND HAS DISCRETION, IN COORDINATION WITH THE GENERAL COUNSEL AND SENIOR  |  |
| MANAGEMENT, TO MAKE RECOMMENDATIONS OR RAISE CONCERNS WITH AFFECTED  |  |
| INDIVIDUALS AS APPROPRIATE. ALL TRUSTEE FORMS ARE SUBMITTED TO THE OFFICE  |  |
|  |  |
| OF THE CORPORATE SECRETARY, WHICH REVIEWS THEM ALONG WITH THE GENERAL  |  |
| OF THE CORPORATE SECRETARY, WHICH REVIEWS THEM ALONG WITH THE GENERAL<br>COUNSEL. MAJOR CONFLICT OF INTEREST ISSUES INVOLVING TRUSTEES AND/OR SENIOR |  |

| Schedule O (Form 990) 2022 Name of the organization  | Page<br>Employer identification numbe |
|--|---------------------------------------|
| THE ASPEN INSTITUTE, INC.  | 84-0399006                            |
| RESOLUTION. THE CORPORATE SECRETARY, GENERAL COUNSEL AND SENIOR MANAGEMENT                         |                                       |
| REGULARLY CONFER WITH THE CHAIR OF THE AUDIT COMMITTEE REGARDING THE                               |                                       |
| INSTITUTE'S CONFLICT OF INTEREST POLICY AND ANY CONFLICT OF INTEREST                               |                                       |
| ISSUES.  |                                       |
|  |                                       |
| FORM 990, PART VI, SECTION B, LINE 15:   |                                       |
| THE INSTITUTE CONTRACTS WITH AN EXTERNAL COMPENSATION FIRM TO PERFORM A                            |                                       |
| MARKET ANALYSIS TO SET THE SALARY RANGES FOR ALL OF OUR POSITIONS ANNUALLY.                        |                                       |
| THE COMPENSATION FIRM ANALYZES SALARIES FROM LIKE ORGANIZATIONS TO                                 |                                       |
| DETERMINE THE APPROPRIATE SALARY RANGE FOR EACH POSITION IN THE INSTITUTE.                         |                                       |
| THE INSTITUTE'S COMPENSATION PHILOSOPHY IS THAT WE GENERALLY TARGET THE                            |                                       |
| 50TH PERCENTILE OF THE MARKET FOR OUR POSITIONS.   |                                       |
|  |                                       |
| IN ADDITION TO THE ANNUAL MARKET ANALYSIS FOR ALL POSITIONS, WE CONTRACT                           |                                       |
| WITH AN EXTERNAL COMPENSATION CONSULTANT BI-ANNUALLY TO CONDUCT AN IN-DEPTH                        |                                       |
| ANALYSIS FOR OUR PRESIDENT/CEO AND EACH OF OUR EXECUTIVE OFFICERS. EACH                            |                                       |
| EXECUTIVE'S TOTAL COMPENSATION IS BENCHMARKED AGAINST SIMILAR POSITIONS IN                         |                                       |
| COMPARABLE ORGANIZATIONS IN LABOR MARKETS IN WHICH THE INSTITUTE COMPETES                          |                                       |
| FOR EXECUTIVE TALENT. THE RECOMMENDATIONS OF THE CONSULTANT ARE PRESENTED                          |                                       |
| TO THE EXECUTIVE COMMITTEE OF THE BOARD FOR THEIR REVIEW AND ENDORSEMENT.                          |                                       |
| THE PRESIDENT/CEO'S SALARY IS THEN PRESENTED TO THE FULL BOARD FOR FINAL                           |                                       |
| APPROVAL.  |                                       |
|  |                                       |
| FORM 990, PART VI, LINE 17, LIST OF STATES RECEIVING COPY OF FORM 990:                             |                                       |
|  |                                       |
| AL, AK, AZ, AR, CA, CO, CT, FL, GA, IL, KS, KY, ME, MD, MA, MI, MN, MS, MO, NH, NJ, NM, NY, NC, ND |                                       |

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

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Schedule O (Form 990) 2022

| Schedule O (Form 990) 2022<br>Name of the organization |                     | Page<br>Employer identification numbe<br>84-0399006 |
|--|---------------------|---|
| THE ASPEN INSTITUTE, INC.                              |                     | 84-0399006  |
| THE DOCUMENTS ARE ALL PUBLISHED ON OUR WEBSITE AN      | D MADE AVAILABLE BY |   |
| REQUEST.   |                     |   |
|  |                     |   |
| FORM 990, PART IX, LINE 11G, OTHER FEES:               |                     |   |
| CONSULTANTS:   |                     |   |
| PROGRAM SERVICE EXPENSES                               | 13,215,371.         |   |
| MANAGEMENT AND GENERAL EXPENSES                        | 4,327,433.          |   |
| FUNDRAISING EXPENSES                                   | 21,037.             |   |
| TOTAL EXPENSES   | 17,563,841.         |   |
|  |                     |   |
| CONTRACTED SERVICES:                                   |                     |   |
| PROGRAM SERVICE EXPENSES                               | 3,106,471,          |   |
| MANAGEMENT AND GENERAL EXPENSES                        |                     |   |
| FUNDRAISING EXPENSES                                   |                     |   |
|  |                     |   |
| TOTAL EXPENSES   | 3,896,306.          |   |
|  |                     |   |
| IT SUPPORT SERVICE:                                    |                     |   |
| PROGRAM SERVICE EXPENSES                               | 2,155,781.          |   |
| MANAGEMENT AND GENERAL EXPENSES                        | 542,935.            |   |
| FUNDRAISING EXPENSES                                   | 5,182.              |   |
| TOTAL EXPENSES   | 2,703,898.          |   |
|  |                     |   |
| CONTRACTUAL INTERNATIONAL STAFF:                       |                     |   |
| PROGRAM SERVICE EXPENSES                               | 2,464,545.          |   |
| MANAGEMENT AND GENERAL EXPENSES                        | 0.                  |   |
| FUNDRAISING EXPENSES                                   | 0.                  |   |
| TOTAL EXPENSES   | 2,464,545.          |   |
|  |                     |   |

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| 91,851.<br>21,148. | 84-0399006  |
|--------------------|---|
| 91,851.<br>21,148. |   |
| 91,851.<br>21,148. |   |
| 21,148.            |   |
| 1,980,319.         |   |
|                    |   |
|                    |   |
| 692,464.           |   |
| 174,397.           |   |
| 1,665.             |   |
| 868,526.           |   |
|                    |   |
| 209,449.           |   |
| 52,750.            |   |
| 504.               |   |
| 262,703.           |   |
|                    |   |
| 198,269.           |   |
| 49,934.            |   |
| 477.               |   |
| 248,680.           |   |
|                    |   |
| 141,116.           |   |
| 35,540.            |   |
| 339.               | Schedule O (Form 990) 202:  |
|                    | 174,397.<br>1,665.<br>868,526.<br>209,449.<br>52,750.<br>504.<br>262,703.<br>198,269.<br>49,934.<br>477.<br>248,680.<br>141,116.<br>35,540. |

| Schedule O (Form 990) 2022                             |             | Page <b>2</b>                                |
|--|-------------|--|
| Name of the organization THE ASPEN INSTITUTE, INC.     |             | Employer identification number<br>84-0399006 |
| TOTAL EXPENSES   | 176,995.    |  |
| CONTRIBUTING WRITERS AND RAPPORTEURS:                  |             |  |
| PROGRAM SERVICE EXPENSES                               | 81,655.     |  |
| MANAGEMENT AND GENERAL EXPENSES                        | 20,565.     |  |
| FUNDRAISING EXPENSES                                   | 196.        |  |
| TOTAL EXPENSES   | 102,416.    |  |
| ART INSTALLATION:                                      |             |  |
| PROGRAM SERVICE EXPENSES                               | 35,116.     |  |
| MANAGEMENT AND GENERAL EXPENSES                        | 8,844.      |  |
| FUNDRAISING EXPENSES                                   | 84.         |  |
| TOTAL EXPENSES   | 44,044.     |  |
| TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A | 30,312,273. |  |
| FORM 990, PART XI, LINE 9, CHANGES IN NET ASSETS:      |             |  |
| REFUNDED GRANTS  | 190,518.    |  |
|  |             |  |
|  |             |  |
|  |             |  |
|  |             |  |
|  |             |  |
|  |             |  |
|  |             |  |
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