

PUBLIC DISCLOSURE COPY

# Application for Automatic Extension of Time To File an Exempt Organization Return

Department of the Treasury  
Internal Revenue Service

▶ **File a separate application for each return.**  
▶ **Go to [www.irs.gov/Form8868](http://www.irs.gov/Form8868) for the latest information.**

**Electronic filing (e-file).** You can electronically file Form 8868 to request a 6-month automatic extension of time to file any of the forms listed below with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, for which an extension request must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit [www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits](http://www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits).

**Automatic 6-Month Extension of Time.** Only submit original (no copies needed).

All corporations required to file an income tax return other than Form 990-T (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

<b>Type or print</b>	Name of exempt organization or other filer, see instructions.  ECMC FOUNDATION	Taxpayer identification number (TIN)  41-1990628
File by the due date for filing your return. See instructions.	Number, street, and room or suite no. If a P.O. box, see instructions. 111 WASHINGTON AVE SO, 1400	
	City, town or post office, state, and ZIP code. For a foreign address, see instructions. MINNEAPOLIS, MN 55401	

Enter the Return Code for the return that this application is for (file a separate application for each return) 0 1

Application Is For	Return Code	Application Is For	Return Code
Form 990 or Form 990-EZ	01	Form 1041-A	08
Form 4720 (individual)	03	Form 4720 (other than individual)	09
Form 990-PF	04	Form 5227	10
Form 990-T (sec. 401(a) or 408(a) trust)	05	Form 6069	11
Form 990-T (trust other than above)	06	Form 8870	12
Form 990-T (corporation)	07		

MARTIN A. SCANLON

• The books are in the care of ▶ 111 WASHINGTON AVE SO, STE 1400 - MINNEAPOLIS, MN 55401

Telephone No. ▶ 651-221-0566 Fax No. ▶

- If the organization does not have an office or place of business in the United States, check this box
- If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) \_\_\_\_\_. If this is for the whole group, check this box . If it is for part of the group, check this box  and attach a list with the names and TINs of all members the extension is for.

**1** I request an automatic 6-month extension of time until NOVEMBER 15, 2023, to file the exempt organization return for the organization named above. The extension is for the organization's return for:  
▶  calendar year 2022 or  
▶  tax year beginning \_\_\_\_\_, and ending \_\_\_\_\_.

**2** If the tax year entered in line 1 is for less than 12 months, check reason:  Initial return  Final return  
 Change in accounting period

<b>3a</b> If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions.	<b>3a</b>	\$	0.
<b>b</b> If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit.	<b>3b</b>	\$	0.
<b>c Balance due.</b> Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions.	<b>3c</b>	\$	0.

**Caution:** If you are going to make an electronic funds withdrawal (direct debit) with this Form 8868, see Form 8453-TE and Form 8879-TE for payment instructions.

# Return of Organization Exempt From Income Tax

OMB No. 1545-0047

# Form 990

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

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

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

# 2022

Open to Public Inspection

## A For the 2022 calendar year, or tax year beginning and ending

<b>B</b> Check if applicable: Address change Name change Initial return Final return/terminated Amended return Application pending	<b>C</b> Name of organization ECMC FOUNDATION		<b>D</b> Employer identification number 41-1990628	
	Doing business as			
	Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	<b>E</b> Telephone number	
	111 WASHINGTON AVE SO	1400	651-221-0566	
City or town, state or province, country, and ZIP or foreign postal code MINNEAPOLIS, MN 55401		<b>G</b> Gross receipts \$		501,784,291.
<b>F</b> Name and address of principal officer: JACOB FRAIRE SAME AS C ABOVE		<b>H(a)</b> Is this a group return for subordinates? ..... Yes <input checked="" type="checkbox"/> No		
<b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) 501(c) ( ) (insert no.) 4947(a)(1) or 527		<b>H(b)</b> Are all subordinates included? Yes No		
<b>J</b> Website: WWW.ECMCFUNDATION.ORG		If "No," attach a list. See instructions		
<b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation Trust Association Other		<b>L</b> Year of formation: 2000		<b>M</b> State of legal domicile: DE
<b>H(c)</b> Group exemption number				

## Part I Summary

Activities & Governance	<b>1</b> Briefly describe the organization's mission or most significant activities: SEE SCHEDULE O		
	<b>2</b> Check this box if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	<b>3</b> Number of voting members of the governing body (Part VI, line 1a)	<b>3</b>	11
	<b>4</b> Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b>	9
	<b>5</b> Total number of individuals employed in calendar year 2022 (Part V, line 2a)	<b>5</b>	20
	<b>6</b> Total number of volunteers (estimate if necessary)	<b>6</b>	0
	<b>7 a</b> Total unrelated business revenue from Part VIII, column (C), line 12	<b>7a</b>	0.
<b>b</b> Net unrelated business taxable income from Form 990-T, Part I, line 11	<b>7b</b>	0.	
Revenue	<b>8</b> Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	<b>9</b> Program service revenue (Part VIII, line 2g)	46,843,000.	501,572,000.
	<b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)	0.	0.
	<b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	13,884.	109,687.
	<b>12</b> Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	2,350.	2,604.
Expenses	<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1-3)	46,859,234.	501,684,291.
	<b>14</b> Benefits paid to or for members (Part IX, column (A), line 4)	41,805,573.	38,654,823.
	<b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	0.	0.
	<b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e)	4,084,482.	4,859,559.
	<b>b</b> Total fundraising expenses (Part IX, column (D), line 25)	0.	0.
	<b>17</b> Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	2,253,037.	3,457,529.
	<b>18</b> Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	48,143,092.	46,971,911.
<b>19</b> Revenue less expenses. Subtract line 18 from line 12	-1,283,858.	454,712,380.	
Net Assets or Fund Balances	<b>20</b> Total assets (Part X, line 16)	Beginning of Current Year	End of Year
	<b>21</b> Total liabilities (Part X, line 26)	1,089,464,777.	1,575,921,479.
	<b>22</b> Net assets or fund balances. Subtract line 21 from line 20	27,344,950.	29,183,730.
		1,062,119,827.	1,546,737,749.

## 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.

<b>Sign Here</b>	Signature of officer		Date		
	MARTIN A. SCANLON, CFO & TREASURER				
<b>Paid Preparer Use Only</b>	Print/Type preparer's name	Preparer's signature	Date	Check if self-employed	PTIN
	JASON DIVINE		11/15/2023	<input type="checkbox"/>	P01076050
<b>Preparer Use Only</b>	Firm's name	Firm's EIN		13-5565207	
	Firm's address	90 S. 7TH ST., STE 4200		MINNEAPOLIS, MN 55402	
		Phone no.		612-305-5000	

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

Part III Statement of Program Service Accomplishments

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

1 Briefly describe the organization's mission:
ECMC FOUNDATION'S MISSION IS TO IMPROVE HIGHER EDUCATION AND CAREER SUCCESS AMONG UNDERSERVED POPULATIONS THROUGH EVIDENCE-BASED INNOVATION.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? [ ] Yes [X] No
If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [ ] Yes [X] No
If "Yes," describe these changes on Schedule O.

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

4a (Code: ) (Expenses \$ 16,585,549. including grants of \$ 15,559,750. ) (Revenue \$ 0. )
COLLEGE SUCCESS.
THE COLLEGE SUCCESS FOCUS AREA SEEKS TO INCREASE PERSISTENCE AND GRADUATION RATES OF STUDENTS WHO FACE SYSTEMIC CHALLENGES IN EARNING A BACHELOR'S DEGREE. THESE STUDENTS INCLUDE, BUT ARE NOT LIMITED TO, FIRST-GENERATION COLLEGE STUDENTS, STUDENTS FROM LOW-INCOME BACKGROUNDS AND STUDENTS OF COLOR. THE PROGRAM FUNDS POSTSECONDARY PROGRAMS AND INITIATIVES THAT IMPROVE AND SCALE SYSTEMIC REFORMS AND SUPPORTS TO INCREASE STUDENT SUCCESS AT POSTSECONDARY INSTITUTIONS; INCREASE CURRENTLY ENROLLED STUDENTS' PERSISTENCE TOWARD A DEGREE; SUPPORT ON TIME TRANSFER FROM TWO-YEAR TO FOUR-YEAR INSTITUTIONS; ENHANCE STUDENTS' PATHWAYS TO GRADUATION WITH CAREER-READY SKILLS; AND EVALUATE NEW RESEARCH FINDINGS AND PUBLICATIONS THAT PROMOTE STUDENT SUCCESS

4b (Code: ) (Expenses \$ 14,403,612. including grants of \$ 13,454,620. ) (Revenue \$ 0. )
CAREER READINESS.
THE CAREER READINESS FOCUS AREA SUPPORTS INNOVATIVE APPROACHES AND PROMISING PRACTICES TO IMPROVE THE SUCCESS OF STUDENTS FROM UNDERSERVED BACKGROUNDS SEEKING ACADEMIC CREDENTIALS IN POSTSECONDARY CAREER AND TECHNICAL EDUCATION (CTE) PROGRAMS. GRANTS MADE AS PART OF THE CAREER READINESS FOCUS AREA FUND PROJECTS, PROGRAMS AND INITIATIVES THAT AIM TO ENABLE INSTITUTIONS AND ORGANIZATIONS TO IMPLEMENT INNOVATIVE APPROACHES TO IMPROVING POSTSECONDARY CTE (E.G., INITIATIVES FOR SINGLE MOTHER STUDENT SUCCESS, IMPROVING ONLINE CTE AND CTE LEADERSHIP COLLABORATIVE) AND GENERATE LEARNINGS THAT WILL BE BENEFICIAL TO THE FIELD, TO UTILIZE INTERMEDIARIES TO BUILD THE CAPACITY OF INSTITUTIONS AND ORGANIZATIONS TO SUSTAIN AND SCALE PROMISING PRACTICES AND TO

4c (Code: ) (Expenses \$ 452,480. including grants of \$ 20,000. ) (Revenue \$ 0. )
EDUCATION INNOVATION VENTURES.
ECMC FOUNDATION'S EDUCATION INNOVATION VENTURES (EIV) PROGRAM MAKES BELOW-MARKET-RATE INVESTMENTS INTO NONPROFIT AND FOR-PROFIT VENTURES THAT SEEK TO GENERATE BOTH SOCIAL IMPACT AND FINANCIAL RETURNS. COMPLEMENTING ECMC FOUNDATION'S STRATEGIC GRANTMAKING, THE EIV PROGRAM USES A FULL SPECTRUM OF PROGRAM-RELATED INVESTMENTS, INCLUDING DEBT AND EQUITY INSTRUMENTS, TO PROVIDE CATALYTIC, RISK CAPITAL TO EARLY-STAGE VENTURES WORKING TO INCREASE POSTSECONDARY EDUCATIONAL OUTCOMES AND ECONOMIC MOBILITY AMONG LEARNERS AND JOBSEEKERS FROM SYSTEMICALLY DISADVANTAGED BACKGROUNDS. FINANCIAL RETURNS ARE REINVESTED INTO ADDITIONAL PROGRAM-RELATED INVESTMENTS, ALLOWING ECMC FOUNDATION TO RECYCLE INVESTMENT DOLLARS TO FUND FURTHER IMPACT INITIATIVES AND DRIVE

4d Other program services (Describe on Schedule O.)
(Expenses \$ 11,415,560. including grants of \$ 9,620,453. ) (Revenue \$ 0. )

4e Total program service expenses 42,857,201.

**Part IV Checklist of Required Schedules**

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

Part IV Checklist of Required Schedules (continued)

Table with 3 columns: Question ID, Question Text, Yes, No. Rows 22-38 covering various organizational requirements.

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

Table with 3 columns: Question ID, Question Text, Yes, No. Rows 1a-1c regarding Form 1096 and backup withholding rules.

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

Table with columns for question number, question text, and Yes/No columns. Includes questions 2a through 17 regarding employee counts, tax returns, gross income, foreign accounts, prohibited transactions, and charitable contributions.

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

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

Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a Enter the number of voting members of the governing body at the end of the tax year (11); 1b Enter the number of voting members included on line 1a, above, who are independent (9); 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? (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? (X); 4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? (X); 5 Did the organization become aware during the year of a significant diversion of the organization's assets? (X); 6 Did the organization have members or stockholders? (X); 7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? (X); 7b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? (X); 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: a The governing body? (X); b Each committee with authority to act on behalf of the governing body? (X); 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 (X).

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

Table with 3 columns: Question, Yes, No. Rows include: 10a Did the organization have local chapters, branches, or affiliates? (X); 10b 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?; 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? (X); 11b Describe on Schedule O the process, if any, used by the organization to review this Form 990.; 12a Did the organization have a written conflict of interest policy? If "No," go to line 13 (X); 12b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? (X); 12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done (X); 13 Did the organization have a written whistleblower policy? (X); 14 Did the organization have a written document retention and destruction policy? (X); 15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? a The organization's CEO, Executive Director, or top management official (X); b Other officers or key employees of the organization (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 taxable entity during the year? (X); 16b 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?

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed CA
18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
[X] Own website [ ] Another's website [X] Upon request [ ] Other (explain on Schedule O)
19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
20 State the name, address, and telephone number of the person who possesses the organization's books and records
MARTIN A. SCANLON - 651-221-0566
111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401



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

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

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

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

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
  - List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
  - List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
  - List all of the organization's **former** officers, key employees, 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) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) GREGORY A. VAN GUILDER FORMER CFO, ECMC GROUP CIO	0.00 40.00						X	0.	1,343,530.	99,504.
(2) JEREMY J. WHEATON PRES & CEO-PART YR, SR ADVISOR	0.00 40.00	X						0.	1,271,506.	52,529.
(3) DANIEL S. FISHER GRP PRES & CEO (EFF 7-3-22)	0.00 40.00	X		X				0.	1,013,493.	112,447.
(4) MARTIN A. SCANLON CFO & TREASURER	0.00 40.00			X				0.	851,966.	96,996.
(5) PETER J. TAYLOR PRESIDENT & DIRECTOR	40.00 0.00	X		X				719,867.	0.	177,961.
(6) BRIAN BOARDMAN GRP GENERAL COUNSEL & CORP SEC	0.00 40.00			X				0.	382,212.	76,486.
(7) LYNN ALVAREZ VP FDN PROGRAMS & STRATEGY	40.00 0.00			X				310,045.	0.	56,664.
(8) JENNIFER E. ZEISLER SR DIR, PROGRAM MANAGEMENT	40.00 0.00					X		189,168.	0.	34,492.
(9) JESSICA E. HASELTON DIR, EDUCATION INNOV VENTURES	40.00 0.00					X		168,714.	0.	49,701.
(10) SARAH BELNICK SR DIR, PROGRAM MANAGEMENT	40.00 0.00					X		169,273.	0.	43,618.
(11) JAMES V. MCKEON BOARD CHAIR NOT PD BY FDN	3.00 15.00	X						0.	196,250.	0.
(12) LORAIN PARK SR MGR, LEARNING & IMPACT	40.00 0.00					X		128,775.	0.	42,309.
(13) MAURICE M. SALTER DIRECTOR NOT PD BY FDN	2.00 9.00	X						0.	157,500.	0.
(14) DIANA J. INGRAM DIRECTOR NOT PD BY FDN	2.00 10.00	X						0.	156,250.	0.
(15) JULIA S. GOUW DIRECTOR NOT PD BY FDN	2.00 7.00	X						0.	155,000.	0.
(16) K. PAUL SINGH DIRECTOR NOT PD BY FDN	2.00 6.00	X						0.	152,500.	0.
(17) STEPHEN HANDEL PROGRAM OFFICER SENIOR	40.00 0.00					X		131,287.	0.	15,655.

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) JACK O'CONNELL DIRECTOR NOT PD BY FDN	3.00 8.00	X						0.	140,000.	0.
(19) DEREK LANGHAUSER DIRECTOR NOT PD BY FDN	2.00 8.00	X						0.	137,500.	0.
(20) JENNIFER ANDERSON DIRECTOR NOT PD BY FDN	2.00 9.00	X						0.	132,500.	0.
(21) JAMES RUNCIE DIRECTOR NOT PD BY FDN	2.00 10.00	X						0.	127,500.	0.
(22) JOHN F. DEPODESTA FORMER BD CHAIR NOT PD BY FDN	0.00 0.00						X	0.	75,000.	0.
(23) ROBERTA COOPER RAMO FORMER DIRECTOR NOT PD BY FDN	0.00 0.00						X	0.	60,000.	0.
(24) I. KING JORDAN FORMER DIRECTOR NOT PD BY FDN	0.00 0.00						X	0.	30,000.	0.
<b>1b Subtotal</b>								1,817,129.	6,382,707.	858,362.
<b>c Total from continuation sheets to Part VII, Section A</b>								0.	0.	0.
<b>d Total (add lines 1b and 1c)</b>								1,817,129.	6,382,707.	858,362.

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization 8

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

**Section B. Independent Contractors**

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

(A) Name and business address	(B) Description of services	(C) Compensation
INDIGO EVENTS LLC 48 YALE ST, MAPLEWOOD, NJ 07040	CONSULTING SERVICES	442,747.
SOVA SOLUTIONS, LLC 1092 PIPESTEM PL, POTOMAC, MD 20854	CONSULTING SERVICES	217,152.
HCM STRATEGISTS LLC, 501 CONGRESS AVE, STE 257-258, AUSTIN, TX 78701	CONSULTING SERVICES	128,085.
OPTIM COMMUNICATIONS LLC 5 HARDWOOD CT, WARREN, NJ 07059	CONSULTING SERVICES	110,061.
COHEN TAYLOR, 13033 RIDGEDALE DR #139, MINNETONKA, MN 55305	RECRUITING SERVICES	110,000.
<b>2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization</b>		<b>7</b>

**Part VIII Statement of Revenue**

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

			(A)	(B)	(C)	(D)	
			Total revenue	Related or exempt function revenue	Unrelated business revenue	Revenue excluded from tax under sections 512 - 514	
Contributions, Gifts, Grants and Other Similar Amounts	<b>1 a</b>	Federated campaigns .....	<b>1a</b>				
	<b>b</b>	Membership dues .....	<b>1b</b>				
	<b>c</b>	Fundraising events .....	<b>1c</b>				
	<b>d</b>	Related organizations .....	<b>1d</b>	501,572,000.			
	<b>e</b>	Government grants (contributions) .....	<b>1e</b>				
	<b>f</b>	All other contributions, gifts, grants, and similar amounts not included above ...	<b>1f</b>				
	<b>g</b>	Noncash contributions included in lines 1a-1f	<b>1g</b>	\$ 450,000,000.			
	<b>h</b>	<b>Total.</b> Add lines 1a-1f .....		501,572,000.			
Program Service Revenue	<b>2 a</b>	_____	<b>Business Code</b>				
	<b>b</b>	_____					
	<b>c</b>	_____					
	<b>d</b>	_____					
	<b>e</b>	_____					
	<b>f</b>	All other program service revenue .....					
	<b>g</b>	<b>Total.</b> Add lines 2a-2f .....					
Other Revenue	<b>3</b>	Investment income (including dividends, interest, and other similar amounts) .....		209,687.		209,687.	
	<b>4</b>	Income from investment of tax-exempt bond proceeds .....					
	<b>5</b>	Royalties .....					
	<b>6 a</b>	Gross rents .....	<b>6a</b>	(i) Real			
				(ii) Personal			
	<b>b</b>	Less: rental expenses ...	<b>6b</b>				
	<b>c</b>	Rental income or (loss)	<b>6c</b>				
	<b>d</b>	Net rental income or (loss) .....					
	<b>7 a</b>	Gross amount from sales of assets other than inventory .....	<b>7a</b>	(i) Securities			
				(ii) Other			
	<b>b</b>	Less: cost or other basis and sales expenses .....	<b>7b</b>		100,000.		
	<b>c</b>	Gain or (loss) .....	<b>7c</b>		-100,000.		
<b>d</b>	Net gain or (loss) .....		-100,000.		-100,000.		
<b>8 a</b>	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 .....	<b>8a</b>					
<b>b</b>	Less: direct expenses .....	<b>8b</b>					
<b>c</b>	Net income or (loss) from fundraising events .....						
<b>9 a</b>	Gross income from gaming activities. See Part IV, line 19 .....	<b>9a</b>					
<b>b</b>	Less: direct expenses .....	<b>9b</b>					
<b>c</b>	Net income or (loss) from gaming activities .....						
<b>10 a</b>	Gross sales of inventory, less returns and allowances .....	<b>10a</b>					
<b>b</b>	Less: cost of goods sold .....	<b>10b</b>					
<b>c</b>	Net income or (loss) from sales of inventory .....						
Miscellaneous Revenue	<b>11 a</b>	INTERCOMPANY SERVICING	<b>Business Code</b>	900099	2,604.	2,604.	
	<b>b</b>	_____					
	<b>c</b>	_____					
	<b>d</b>	All other revenue .....					
	<b>e</b>	<b>Total.</b> Add lines 11a-11d .....		2,604.			
<b>12</b>	<b>Total revenue.</b> See instructions .....		501,684,291.	0.	0.	112,291.	

**Part IX Statement of Functional Expenses**

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
<b>1</b> Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 ...	38,654,823.	38,654,823.		
<b>2</b> Grants and other assistance to domestic individuals. See Part IV, line 22 .....				
<b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 .....				
<b>4</b> Benefits paid to or for members .....				
<b>5</b> Compensation of current officers, directors, trustees, and key employees .....	1,264,537.		1,264,537.	
<b>6</b> Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) .....				
<b>7</b> Other salaries and wages .....	3,032,263.	2,853,535.	178,728.	
<b>8</b> Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	134,287.	126,372.	7,915.	
<b>9</b> Other employee benefits .....	227,020.	213,639.	13,381.	
<b>10</b> Payroll taxes .....	201,452.	189,578.	11,874.	
<b>11</b> Fees for services (nonemployees):				
<b>a</b> Management .....				
<b>b</b> Legal .....	77,411.		77,411.	
<b>c</b> Accounting .....	52,216.		52,216.	
<b>d</b> Lobbying .....				
<b>e</b> Professional fundraising services. See Part IV, line 17				
<b>f</b> Investment management fees .....	6,234.		6,234.	
<b>g</b> Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	2,022,381.	70,698.	1,951,683.	
<b>12</b> Advertising and promotion .....				
<b>13</b> Office expenses .....	256,957.	207,980.	48,977.	
<b>14</b> Information technology .....	169,913.	137,527.	32,386.	
<b>15</b> Royalties .....				
<b>16</b> Occupancy .....	348,415.	282,006.	66,409.	
<b>17</b> Travel .....	288,877.		288,877.	
<b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials ...				
<b>19</b> Conferences, conventions, and meetings .....	83,960.	54,812.	29,148.	
<b>20</b> Interest .....				
<b>21</b> Payments to affiliates .....				
<b>22</b> Depreciation, depletion, and amortization .....	81,828.	66,231.	15,597.	
<b>23</b> Insurance .....	61,415.		61,415.	
<b>24</b> Other expenses. Itemize expenses not covered 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 O.)				
<b>a</b> _____				
<b>b</b> _____				
<b>c</b> _____				
<b>d</b> _____				
<b>e</b> All other expenses _____	7,922.		7,922.	
<b>25</b> Total functional expenses. Add lines 1 through 24e	46,971,911.	42,857,201.	4,114,710.	0.
<b>26</b> Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

**Part X Balance Sheet**

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

		(A)		(B)
		Beginning of year		End of year
Assets	<b>1</b> Cash - non-interest-bearing .....	9,324,068.	<b>1</b>	12,169,887.
	<b>2</b> Savings and temporary cash investments .....	0.	<b>2</b>	0.
	<b>3</b> Pledges and grants receivable, net .....	0.	<b>3</b>	0.
	<b>4</b> Accounts receivable, net .....	5,329.	<b>4</b>	630.
	<b>5</b> 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 .....	0.	<b>5</b>	0.
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B) .....	0.	<b>6</b>	0.
	<b>7</b> Notes and loans receivable, net .....	0.	<b>7</b>	0.
	<b>8</b> Inventories for sale or use .....	0.	<b>8</b>	0.
	<b>9</b> Prepaid expenses and deferred charges .....	202,880.	<b>9</b>	0.
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D .....	<b>10a</b> 236,540.		
	<b>b</b> Less: accumulated depreciation .....	<b>10b</b> 102,086.	167,321.	<b>10c</b> 134,454.
	<b>11</b> Investments - publicly traded securities .....	0.	<b>11</b>	0.
	<b>12</b> Investments - other securities. See Part IV, line 11 .....	1,072,454,019.	<b>12</b>	1,552,643,281.
	<b>13</b> Investments - program-related. See Part IV, line 11 .....	7,311,160.	<b>13</b>	9,944,019.
	<b>14</b> Intangible assets .....	0.	<b>14</b>	0.
	<b>15</b> Other assets. See Part IV, line 11 .....	0.	<b>15</b>	1,029,208.
<b>16</b> <b>Total assets.</b> Add lines 1 through 15 (must equal line 33) .....	1,089,464,777.	<b>16</b>	1,575,921,479.	
Liabilities	<b>17</b> Accounts payable and accrued expenses .....	522,533.	<b>17</b>	1,114,812.
	<b>18</b> Grants payable .....	26,246,740.	<b>18</b>	26,949,951.
	<b>19</b> Deferred revenue .....	0.	<b>19</b>	0.
	<b>20</b> Tax-exempt bond liabilities .....	0.	<b>20</b>	0.
	<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D .....	0.	<b>21</b>	0.
	<b>22</b> Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons .....	0.	<b>22</b>	0.
	<b>23</b> Secured mortgages and notes payable to unrelated third parties .....	0.	<b>23</b>	0.
	<b>24</b> Unsecured notes and loans payable to unrelated third parties .....	0.	<b>24</b>	0.
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D .....	575,677.	<b>25</b>	1,118,967.
	<b>26</b> <b>Total liabilities.</b> Add lines 17 through 25 .....	27,344,950.	<b>26</b>	29,183,730.
Net Assets or Fund Balances	<b>Organizations that follow FASB ASC 958, check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27, 28, 32, and 33.</b>			
	<b>27</b> Net assets without donor restrictions .....	1,062,119,827.	<b>27</b>	1,546,737,749.
	<b>28</b> Net assets with donor restrictions .....	0.	<b>28</b>	0.
	<b>Organizations that do not follow FASB ASC 958, check here</b> <input type="checkbox"/> <b>and complete lines 29 through 33.</b>			
	<b>29</b> Capital stock or trust principal, or current funds .....		<b>29</b>	
	<b>30</b> Paid-in or capital surplus, or land, building, or equipment fund .....		<b>30</b>	
	<b>31</b> Retained earnings, endowment, accumulated income, or other funds .....		<b>31</b>	
	<b>32</b> Total net assets or fund balances .....	1,062,119,827.	<b>32</b>	1,546,737,749.
<b>33</b> Total liabilities and net assets/fund balances .....	1,089,464,777.	<b>33</b>	1,575,921,479.	

Form 990 (2022)

**Part XI Reconciliation of Net Assets**

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

<b>1</b>	Total revenue (must equal Part VIII, column (A), line 12)	<b>1</b>	501,684,291.
<b>2</b>	Total expenses (must equal Part IX, column (A), line 25)	<b>2</b>	46,971,911.
<b>3</b>	Revenue less expenses. Subtract line 2 from line 1	<b>3</b>	454,712,380.
<b>4</b>	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	<b>4</b>	1,062,119,827.
<b>5</b>	Net unrealized gains (losses) on investments	<b>5</b>	29,645,709.
<b>6</b>	Donated services and use of facilities	<b>6</b>	
<b>7</b>	Investment expenses	<b>7</b>	
<b>8</b>	Prior period adjustments	<b>8</b>	
<b>9</b>	Other changes in net assets or fund balances (explain on Schedule O)	<b>9</b>	259,833.
<b>10</b>	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	<b>10</b>	1,546,737,749.

**Part XII Financial Statements and Reporting**

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

- 1** Accounting method used to prepare the Form 990:  Cash  Accrual  Other \_\_\_\_\_  
If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.
- 2a** Were the organization's financial statements compiled or reviewed by an independent accountant? \_\_\_\_\_  
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:  
 Separate basis  Consolidated basis  Both consolidated and separate basis
- b** Were the organization's financial statements audited by an independent accountant? \_\_\_\_\_  
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:  
 Separate basis  Consolidated basis  Both consolidated and separate basis
- c** If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? \_\_\_\_\_  
If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.
- 3a** As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F? \_\_\_\_\_
- b** If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits \_\_\_\_\_

	Yes	No
<b>2a</b>		X
<b>2b</b>	X	
<b>2c</b>	X	
<b>3a</b>		X
<b>3b</b>		

Form **990** (2022)

**SCHEDULE A**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.  
Attach to Form 990 or Form 990-EZ.

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

OMB No. 1545-0047

**2022**

Open to Public  
Inspection

<b>Name of the organization</b> ECMC FOUNDATION	<b>Employer identification number</b> 41-1990628
--	---

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

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

- 1  A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2  A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
- 3  A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4  A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: \_\_\_\_\_
- 5  An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6  A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7  An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8  A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9  An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: \_\_\_\_\_
- 10  An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11  An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12  An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
  - a  **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
  - b  **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
  - c  **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
  - d  **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
  - e  Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
  - f Enter the number of supported organizations ..... 2

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

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
EDUCATIONAL CREDIT MANAGEMENT CORPORATION	41-1778617	10	X		46,971,833.	0.
ECMC EDUCATION, INC.	47-2237488	2	X		0.	0.
<b>Total</b>					46,971,833.	0.

**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.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....						
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....						
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge ...						
<b>4 Total.</b> Add lines 1 through 3 .....						
<b>5</b> 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) .....						
<b>6 Public support.</b> Subtract line 5 from line 4.						

**Section B. Total Support**

Calendar year (or fiscal year beginning in)	(a) 2018	(b) 2019	(c) 2020	(d) 2021	(e) 2022	(f) Total
<b>7</b> Amounts from line 4 .....						
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources ...						
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on ...						
<b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....						
<b>11 Total support.</b> Add lines 7 through 10						
<b>12</b> Gross receipts from related activities, etc. (see instructions) .....					12	
<b>13 First 5 years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> .....						<input type="checkbox"/>

**Section C. Computation of Public Support Percentage**

<b>14</b> Public support percentage for 2022 (line 6, column (f), divided by line 11, column (f)) .....	14	%
<b>15</b> Public support percentage from 2021 Schedule A, Part II, line 14 .....	15	%
<b>16a 33 1/3% support test - 2022.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....		<input type="checkbox"/>
<b>b 33 1/3% support test - 2021.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....		<input type="checkbox"/>
<b>17a 10% -facts-and-circumstances test - 2022.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization .....		<input type="checkbox"/>
<b>b 10% -facts-and-circumstances test - 2021.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization .....		<input type="checkbox"/>
<b>18 Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions .....		<input type="checkbox"/>



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

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

Section A. Public Support

Table with 7 columns: (a) 2018, (b) 2019, (c) 2020, (d) 2021, (e) 2022, (f) Total. Rows include: 1 Gifts, grants, contributions, and membership fees received; 2 Gross receipts from admissions, merchandise sold or services performed; 3 Gross receipts from activities that are not an unrelated trade or business; 4 Tax revenues levied for the organization's benefit; 5 The value of services or facilities furnished by a governmental unit; 6 Total; 7a Amounts included on lines 1, 2, and 3 received from disqualified persons; 7b Amounts included on lines 2 and 3 received from other than disqualified persons; 8 Public support.

Section B. Total Support

Table with 7 columns: (a) 2018, (b) 2019, (c) 2020, (d) 2021, (e) 2022, (f) Total. Rows include: 9 Amounts from line 6; 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources; 10b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975; 10c Add lines 10a and 10b; 11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on; 12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.); 13 Total support.

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

Section C. Computation of Public Support Percentage

Table with 2 columns: Description, Percentage. Row 15: Public support percentage for 2022 (line 8, column (f), divided by line 13, column (f)) 15 %; Row 16: Public support percentage from 2021 Schedule A, Part III, line 15 16 %

Section D. Computation of Investment Income Percentage

Table with 2 columns: Description, Percentage. Row 17: Investment income percentage for 2022 (line 10c, column (f), divided by line 13, column (f)) 17 %; Row 18: Investment income percentage from 2021 Schedule A, Part III, line 17 18 %

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

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

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

**Part IV Supporting Organizations**

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, 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**

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

**Part IV Supporting Organizations** (continued)

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

**Section B. Type I Supporting Organizations**

	Yes	No
<b>1</b> 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 "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove 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.</i>		
<b>2</b> Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i>		

**Section C. Type II Supporting Organizations**

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

**Section D. All Type III Supporting Organizations**

	Yes	No
<b>1</b> 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?		
<b>2</b> Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
<b>3</b> 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? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		

**Section E. Type III Functionally Integrated Supporting Organizations**

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

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

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

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

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

<b>Section C - Distributable Amount</b>			Current Year
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	<b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

Schedule A (Form 990) 2022

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

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

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

Schedule A (Form 990) 2022



**Schedule B**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Schedule of Contributors**

Attach to Form 990 or Form 990-PF.  
Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2022**

Name of the organization

ECMC FOUNDATION

Employer identification number

41-1990628

Organization type (check one):

**Filers of:**

**Section:**

Form 990 or 990-EZ

501(c)( 3 ) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

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

**General Rule**

For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or 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 ..... \$ \_\_\_\_\_

**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).

Name of organization  ECMC FOUNDATION	Employer identification number  41-1990628
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**Part I Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	<hr/> <hr/> <hr/>	\$ 501,572,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II for noncash contributions.)
	<hr/> <hr/> <hr/>	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	<hr/> <hr/> <hr/>	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	<hr/> <hr/> <hr/>	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	<hr/> <hr/> <hr/>	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	<hr/> <hr/> <hr/>	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
	<hr/> <hr/> <hr/>	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)



Name of organization  ECMC FOUNDATION	Employer identification number  41-1990628
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**Part II Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
1	PORTION OF POOLED INVESTMENTS HELD BY ECMC GROUP, INC _____ _____ _____	\$ 400,000,000.	11/01/22
1	PORTION OF POOLED INVESTMENTS HELD BY ECMC GROUP, INC _____ _____ _____	\$ 50,000,000.	12/22/22
	_____ _____ _____	\$ _____	_____
	_____ _____ _____	\$ _____	_____
	_____ _____ _____	\$ _____	_____
	_____ _____ _____	\$ _____	_____

Name of organization  ECMC FOUNDATION	Employer identification number  41-1990628
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**Part III** Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of \$1,000 or less for the year. (Enter this info. once.) \$ \_\_\_\_\_  
Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
<b>(e) Transfer of gift</b>			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
<b>(e) Transfer of gift</b>			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
<b>(e) Transfer of gift</b>			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
<b>(e) Transfer of gift</b>			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
<b>(e) Transfer of gift</b>			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
<b>(e) Transfer of gift</b>			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	

SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b. Attach to Form 990.

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

OMB No. 1545-0047

2022

Open to Public Inspection

Name of the organization: ECMC FOUNDATION; Employer identification number: 41-1990628

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

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include total number at end of year, aggregate value of contributions, grants, and end of year, and two Yes/No questions regarding donor property and grant fund usage.

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

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include purpose(s) of conservation easements, a table for lines 2a-2d (Total number, acreage, certified historic structures, acquired after 7/25/2006), and questions 3-9 regarding modifications, states, monitoring, expenses, and reporting.

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

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include questions 1a, 1b, and 2 regarding reporting of art and historical treasures.

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

- 3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply):
- a  Public exhibition
  - b  Scholarly research
  - c  Preservation for future generations
  - d  Loan or exchange program
  - e  Other \_\_\_\_\_
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?  Yes  No

**Part IV Escrow and Custodial Arrangements.** Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?  Yes  No
- b If "Yes," explain the arrangement in Part XIII and complete the following table:
- |                                 | Amount |
|---------------------------------|--------|
| c Beginning balance             | 1c     |
| d Additions during the year     | 1d     |
| e Distributions during the year | 1e     |
| f Ending balance                | 1f     |
- 2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?  Yes  No
- b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

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

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

- 2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a Board designated or quasi-endowment \_\_\_\_\_%
  - b Permanent endowment \_\_\_\_\_%
  - c Term endowment \_\_\_\_\_%
- The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- |   | Yes    | No |
|---|--------|----|
| (i) Unrelated organizations   | 3a(i)  |    |
| (ii) Related organizations  | 3a(ii) |    |
| b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? <input type="checkbox"/> | 3b     |    |
- 4 Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment.**

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

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements		143,661.	57,275.	86,386.
d Equipment		92,879.	44,811.	48,068.
e Other				
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				134,454.

**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) INVESTMENT IN ECMC GROUP, INC		
(B) APPORTIONED INVESTMENT POOL	1,552,643,281.	END-OF-YEAR MARKET VALUE
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
<b>Total.</b> (Col. (b) must equal Form 990, Part X, col. (B) line 12.)	1,552,643,281.	

**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)		
<b>Total.</b> (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)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 15.)	

**Part X Other Liabilities.**

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

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) DUE TO ECMC GROUP, INC	167,126.
(3) DUE TO ECMC SHARED SERVICES COMPANY, LLC	58,358.
(4) LEASE LIABILITIES	893,483.
(5)	
(6)	
(7)	
(8)	
(9)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.)	1,118,967.

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 ...

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

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

<b>1</b>	Total revenue, gains, and other support per audited financial statements		<b>1</b>	29,858,000.
<b>2</b>	Amounts included on line 1 but not on Form 990, Part VIII, line 12:			
<b>a</b>	Net unrealized gains (losses) on investments	<b>2a</b>	29,645,709.	
<b>b</b>	Donated services and use of facilities	<b>2b</b>		
<b>c</b>	Recoveries of prior year grants	<b>2c</b>		
<b>d</b>	Other (Describe in Part XIII.)	<b>2d</b>	100,000.	
<b>e</b>	Add lines <b>2a</b> through <b>2d</b>		<b>2e</b>	29,745,709.
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b>		<b>3</b>	112,291.
<b>4</b>	Amounts included on Form 990, Part VIII, line 12, but not on line 1:			
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b	<b>4a</b>		
<b>b</b>	Other (Describe in Part XIII.)	<b>4b</b>	501,572,000.	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b>		<b>4c</b>	501,572,000.
<b>5</b>	Total revenue. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 12.)		<b>5</b>	501,684,291.

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

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

<b>1</b>	Total expenses and losses per audited financial statements		<b>1</b>	46,812,000.
<b>2</b>	Amounts included on line 1 but not on Form 990, Part IX, line 25:			
<b>a</b>	Donated services and use of facilities	<b>2a</b>		
<b>b</b>	Prior year adjustments	<b>2b</b>		
<b>c</b>	Other losses	<b>2c</b>		
<b>d</b>	Other (Describe in Part XIII.)	<b>2d</b>	100,000.	
<b>e</b>	Add lines <b>2a</b> through <b>2d</b>		<b>2e</b>	100,000.
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b>		<b>3</b>	46,712,000.
<b>4</b>	Amounts included on Form 990, Part IX, line 25, but not on line 1:			
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b	<b>4a</b>		
<b>b</b>	Other (Describe in Part XIII.)	<b>4b</b>	259,911.	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b>		<b>4c</b>	259,911.
<b>5</b>	Total expenses. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 18.)		<b>5</b>	46,971,911.

**Part XIII Supplemental Information.**

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

PART X, LINE 2:

THE FIN 48 (ASC 740) DISCLOSURE IN THE ECMC FOUNDATION FINANCIAL

STATEMENTS READS AS FOLLOWS:

THE INTERNAL REVENUE SERVICE HAS DETERMINED THAT ECMC FOUNDATION IS

CLASSIFIED AS A TAX-EXEMPT ORGANIZATION UNDER SECTION 501(C)(3) OF THE

INTERNAL REVENUE CODE (IRC) AND IS NOT A PRIVATE FOUNDATION UNDER IRC

SECTIONS 509(A)(1) AND 170(B)(1)(A)(IV). AS SUCH, ECMC FOUNDATION IS

EXEMPT FROM INCOME TAXES UNDER IRC SECTION 501(A) EXCEPT ON UNRELATED

BUSINESS INCOME; AS A PUBLIC CHARITY, CONTRIBUTIONS TO ECMC FOUNDATION ARE

DEDUCTIBLE. ECMC FOUNDATION IS ALSO EXEMPT FROM STATE INCOME TAX.

ECMC FOUNDATION FOLLOWS THE ACCOUNTING STANDARDS IN EVALUATING UNCERTAIN

**Part XIII** Supplemental Information (continued)

TAX POSITIONS. THIS GUIDANCE PRESCRIBES RECOGNITION THRESHOLD PRINCIPLES

FOR THE FINANCIAL STATEMENT RECOGNITION OF TAX POSITIONS TAKEN OR EXPECTED

TO BE TAKEN ON A TAX RETURN THAT ARE NOT CERTAIN TO BE REALIZED. NO

LIABILITY HAS BEEN RECOGNIZED BY ECMC FOUNDATION FOR UNCERTAIN TAX

POSITIONS AS OF DECEMBER 31, 2022 OR 2021. ECMC FOUNDATION'S TAX RETURNS

ARE SUBJECT TO REVIEW AND EXAMINATION BY FEDERAL AND STATE AUTHORITIES.

PART XI, LINE 2D - OTHER ADJUSTMENTS:

PROGRAM RELATED INVESTMENT LOSS WRITE OFF 100,000.

PART XI, LINE 4B - OTHER ADJUSTMENTS:

CONTRIBUTIONS FROM ECMC GROUP, INC 501,572,000.

PART XII, LINE 2D - OTHER ADJUSTMENTS:

PROGRAM RELATED INVESTMENT LOSS WRITE OFF 100,000.

PART XII, LINE 4B - OTHER ADJUSTMENTS:

CANCELLED/REFUNDED GRANTS CORRECTLY AWARDED IN THE PRIOR YEARS

ON ECMC FOUNDATION'S BOOKS 259,833.

ROUNDING ADJUSTMENT DUE TO AFS REPORTING IN THOUSANDS 78.

TOTAL TO SCHEDULE D, PART XII, LINE 4B 259,911.

**SCHEDULE I  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.  
**Attach to Form 990.**  
Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2022**

**Open to Public  
Inspection**

Name of the organization **ECMC FOUNDATION** Employer identification number **41-1990628**

**Part I General Information on Grants and Assistance**

- 1** Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?  **Yes**  **No**
- 2** Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

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

<b>1 (a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC section (if applicable)	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of noncash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of noncash assistance	<b>(h)</b> Purpose of grant or assistance
826 MSP 1915 E 22ND ST MINNEAPOLIS, MN 55404	27-1372442	501(C)(3)	10,000.	0.			GENERAL SUPPORT
ACADEMY OF HOLY ANGELS 6600 NICOLLET AVE S RICHFIELD, MN 55423	41-0696903	501(C)(3)	10,000.	0.			GENERAL SUPPORT
ACHIEVING THE DREAM 8484 GEORGIA AVE STE 500 SILVER SPRING, MD 20910	27-1635830	501(C)(3)	45,768.	0.			GENERAL SUPPORT
ACTIVE MINDS 2001 S ST NW, STE 630 WASHINGTON, DC 20009	20-0587172	501(C)(3)	15,000.	0.			GENERAL SUPPORT
ADOPT-A-CLASSROOM INC 10 S FIFTH ST STE 835 MINNEAPOLIS, MN 55402	65-0828272	501(C)(3)	25,000.	0.			GENERAL SUPPORT
AFRICAN AMERICAN LEADERSHIP FORUM 1625 HENNEPIN AVE, STE 200 MINNEAPOLIS, MN 55403	47-2200830	501(C)(3)	7,500.	0.			GENERAL SUPPORT

**2** Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ..... **191.**

**3** Enter total number of other organizations listed in the line 1 table ..... **1.**

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Schedule I (Form 990) 2022



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

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
AFRICAN AMERICAN MALE EDUCATION NETWORK DEVELOPMENT ORGANIZATION - PO BOX 151 - ELK GROVE, CA 95759	71-1037144	501(C)(3)	10,000.	0.			GENERAL SUPPORT
ALBUQUERQUE ACADEMY 6400 WYOMING BLVD NE ALBUQUERQUE, NM 87109	85-0129165	501(C)(3)	15,000.	0.			GENERAL SUPPORT
AMERICAN COUNCIL ON EDUCATION ONE DUPONT CIRCLE NW WASHINGTON, DC 20036	53-0196573	501(C)(3)	1,000,000.	0.			PROGRAM SUPPORT
AMI KIDS 5915 BENJAMIN CENTER DR TAMPA, FL 33634	23-7440836	501(C)(3)	20,000.	0.			GENERAL SUPPORT
ANN BANCROFT FOUNDATION 2356 UNIVERSITY AVE W STE 404 ST. PAUL, MN 55114	41-1691868	501(C)(3)	17,500.	0.			GENERAL SUPPORT
APPETITE FOR CHANGE, INC. 1200 W BROADWAY AVE #250 MINNEAPOLIS, MN 55411	27-5112040	501(C)(3)	20,000.	0.			GENERAL SUPPORT
APPRENTICESHIPS FOR AMERICA 7213 BYBROOK LN CHEVY CHASE, MD 20815	87-2326163	501(C)(3)	75,000.	0.			GENERAL SUPPORT
ARIZONA STATE UNIVERSITY FOUNDATION FOR A NEW AMERICAN UNIVERSITY - 300 E UNIVERSITY DR 6TH FI - TEMPE, AZ 85281	86-6051042	501(C)(3)	75,000.	0.			GENERAL SUPPORT
ASIAN PACIFIC AMERICAN LEADERSHIP FOUNDATION - 2275 HUNTINGTON DR NO 378 - SAN MARINO, CA 91108	13-4277572	501(C)(3)	25,000.	0.			GENERAL SUPPORT

Schedule I (Form 990)

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

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
ASSOCIATION FOR CAREER AND TECHNICAL EDUCATION - 1410 KING ST - ALEXANDRIA, VA 22314	52-0632865	501(C)(3)	72,515.	0.			GENERAL SUPPORT
BAKER VALLEY UNIFIED SCHOOL DISTRICT - 72100 SCHOOL HOUSE LN - BAKER, CA 92309	95-3155696	SCHOOL	10,000.	0.			GENERAL SUPPORT
BELIEVE IN STUDENTS INC 1755 N 13TH ST #295 PHILADELPHIA, PA 19122	81-3612875	501(C)(3)	30,000.	0.			GENERAL SUPPORT
BESTPREP 7100 NORTHLAND CIR N #306 MINNEAPOLIS, MN 55428	41-1265355	501(C)(3)	15,000.	0.			GENERAL SUPPORT
BEYOND12 1625 CLAY ST STE 100 OAKLAND, CA 94612	27-1275246	501(C)(3)	800,000.	0.			COLLEGE SUCCESS
BIG BROTHERS BIG SISTERS OF AMERICA - NATIONAL OFFICE - 2502 N ROCKY POINT DR STE 550 - TAMPA, FL 33607	23-1365190	501(C)(3)	800,000.	0.			COLLEGE SUCCESS
BIG BROTHERS BIG SISTERS OF METRO ATLANTA - PO BOX 78215 - ATLANTA, GA 30357	58-0861895	501(C)(3)	20,000.	0.			GENERAL SUPPORT
BOY WITH A BALL PO BOX 748 BUFORD, GA 30515	74-2994124	501(C)(3)	20,000.	0.			GENERAL SUPPORT
BOYS & GIRLS CLUB OF THE TWIN CITIES - 690 JACKSON ST - ST. PAUL, MN 55130	41-0842657	501(C)(3)	20,000.	0.			GENERAL SUPPORT

Schedule I (Form 990)

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

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
BREAKTHROUGH COLLABORATIVE PO BOX 71420 OAKLAND, CA 94612	94-3140620	501(C)(3)	400,000.	0.			COLLEGE SUCCESS
B'S GIRLS FOUNDATION PO BOX 670167 HOUSTON, TX 77267	82-5456072	501(C)(3)	20,000.	0.			GENERAL SUPPORT
CALIFORNIA STATE UNIVERSITY FOUNDATION - 401 GOLDEN SHORE - LONG BEACH, CA 90802	95-6123757	501(C)(3)	675,000.	0.			COLLEGE SUCCESS & GENERAL SUPPORT
CALIFORNIA STATE UNIVERSITY NORTHRIDGE FOUNDATION - 18111 NORDHOFF ST VALERA HALL 100 - NORTHRIDGE, CA 91330	95-6196006	501(C)(3)	450,000.	0.			COLLEGE SUCCESS
CALIFORNIA STATE UNIVERSITY, CHANNEL ISLANDS FOUNDATION - 1 UNIVERSITY DR - CAMARILLO, CA 93012	77-0433230	501(C)(3)	86,820.	0.			GENERAL SUPPORT
CAMPAIGN FOR COLLEGE OPPORTUNITY 1149 S HILL ST, STE 925 LOS ANGELES, CA 90015	20-0427622	501(C)(3)	15,000.	0.			GENERAL SUPPORT
CAPITAL AREA FOOD BANK 4900 PUERTO RICO AVE, NE WASHINGTON, DC 20017	52-1167581	501(C)(3)	10,000.	0.			GENERAL SUPPORT
CAPITAL IDEA HOUSTON 2101 CRAWFORD ST STE 211 HOUSTON, TX 77002	47-2462360	501(C)(3)	500,000.	0.			CAREER READINESS
CARRIE STEEL-PITTS HOME 667 FAIRBURN RD NW ATLANTA, GA 30331	58-0607078	501(C)(3)	20,000.	0.			GENERAL SUPPORT

Schedule I (Form 990)

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

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
CCF COMMUNITY INITIATIVES FUND 221 S FIGUEROA ST STE 400 LOS ANGELES, CA 90012	95-4774698	501(C)(3)	25,000.	0.			GENERAL SUPPORT
CENTREVILLE LAYTON SCHOOL 6201 KENNETT PIKE CENTREVILLE, DE 19807	51-0232858	SCHOOL	10,000.	0.			GENERAL SUPPORT
CHILDREN'S CHOICE FOR HEARING AND TALKING SACRAMENTO - 11100 COLOMA RD - RANCHO CORDOVA, CA 95670	46-1362294	501(C)(3)	20,000.	0.			GENERAL SUPPORT
CHULA VISTA ELEMENTARY SCHOOL DISTRICT - 84 E J ST - CHULA VISTA, CA 91910	95-6000613	SCHOOL	10,000.	0.			GENERAL SUPPORT
CITY YEAR 2331 ALHAMBRA BLVD #300 SACRAMENTO, CA 95817	22-2882549	501(C)(3)	2,000,000.	0.			PANDEMIC RECOVERY & CAREER READINESS
CIVIC NATION 1156 15TH ST NW STE 1000 WASHINGTON, DC 20005	47-3576918	501(C)(3)	50,000.	0.			GENERAL SUPPORT
CLAREMONT GRADUATE UNIVERSITY 150 E 10TH ST CLAREMONT, CA 91711	95-1664100	501(C)(3)	750,000.	0.			COLLEGE SUCCESS
COLABORATIVOPR PO BOX 16699 SAN JUAN, PR 00908	66-0901994	501(C)(3)	75,000.	0.			GENERAL SUPPORT
COLLEGE HOUSING NORTHWEST 200 SW MARKET ST STE 575 PORTLAND, CA 90650	95-0578172	501(C)(3)	5,250.	0.			GENERAL SUPPORT

Schedule I (Form 990)

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

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
COLLEGE NOW GREATER CLEVELAND 1500 W 3RD ST, STE 125 CLEVELAND, OH 44113	34-6580096	501(C)(3)	240,000.	0.			COLLEGE SUCCESS
COLLEGE TRACK 112 LINDEN ST OAKLAND, CA 94607	94-3279613	501(C)(3)	500,000.	0.			COLLEGE SUCCESS
COMMUNITIES IN SCHOOLS OF NEVADA 2080 E FLAMINGO RD STE 225 LAS VEGAS, NV 89119	88-0292094	501(C)(3)	15,000.	0.			GENERAL SUPPORT
COMMUNITY COLLEGE BACCALAUREATE ASSOCIATION - 575 LAKE BINGHAM RD - LAKE MARY, FL 32746	65-1026796	501(C)(3)	500,000.	0.			CAREER READINESS
CALIFORNIA COMPETES 254 AMHERST AVE KENSINGTON, CA 94708	88-2393598	501(C)(3)	515,000.	0.			CAREER READINESS & COLLEGE SUCCESS
CORO SOUTHERN CALIFORNIA 1000 N ALAMEDA STSTE 240 LOS ANGELES, CA 90012	95-4274561	501(C)(3)	25,000.	0.			GENERAL SUPPORT
CORPORATION FOR A SKILLED WORKFORCE - 1100 VICTORS WYSTE 10 - ANN ARBOR, MI 48108	38-2991143	501(C)(3)	492,160.	0.			CAREER READINESS & GENERAL SUPPORT
CREATIVE VISIONS FOUNDATION 18820 CA-1STE 201 MALIBU, CA 90265	39-1902814	501(C)(3)	700,000.	0.			CAREER READINESS
CREDIT ABUSE RESISTANCE EDUCATION 66 CANAL CENTER PLAZASTE 600 ALEXANDRIA, VA 22314	81-0788458	501(C)(3)	10,000.	0.			GENERAL SUPPORT

Schedule I (Form 990)

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

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
DELASALLE HIGH SCHOOL 1 DELASALLE DR MINNEAPOLIS, MN 55401	41-0705834	SCHOOL	45,000.	0.			GENERAL SUPPORT
DOWNTOWN WOMEN'S CENTER 442 S SAN PEDRO ST LOS ANGELES, CA 90013	31-1597223	501(C)(3)	10,000.	0.			GENERAL SUPPORT
EAST SIDE NEIGHBORHOOD SERVICES 1700 2ND ST NE MINNEAPOLIS, MN 55413	41-0873798	501(C)(3)	20,000.	0.			GENERAL SUPPORT
ECMC GROUP 111 WASHINGTON AVE SSTE 1400 MINNEAPOLIS, MN 55401	41-1991995	501(C)(3)	500,000.	0.			CAREER READINESS
EDNORTH 33 S 6TH ST #3600 MINNEAPOLIS, MN 55402	47-3490710	501(C)(3)	10,000.	0.			GENERAL SUPPORT
EDSOURCE INC. 436 14TH STSTE 1005 OAKLAND, CA 94612	94-2434900	501(C)(3)	75,000.	0.			GENERAL SUPPORT
EDUCATION COMMISSION OF THE STATES 700 BROADWAY ST#810 DENVER, CO 80203	31-0722194	501(C)(3)	209,000.	0.			COLLEGE SUCCESS
EDUCATIONAL CREDIT MANAGEMENT CORPORATION - 111 WASHINGTON AVE SSTE 1400 - MINNEAPOLIS, MN 55401	41-1778617	501(C)(3)	2,150,000.	0.			COLLEGE SUCCESS
EQUIPHER, INC. 17401 COMMERCE PARK BLVDSTE 103 TAMPA, FL 33647	83-1072707	501(C)(3)	20,000.	0.			GENERAL SUPPORT

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

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
EVERY MEAL 2723 PATTON RD ROSEVILLE, MN 55113	80-0919680	501(C)(3)	20,000.	0.			GENERAL SUPPORT
FAMILY SCHOLAR HOUSE, INC. 403 REG SMITH CIR LOUISVILLE, KY 40208	61-1285124	501(C)(3)	450,000.	0.			CAREER READINESS
FLANDERS FIELD LTD 745 ATLANTA HWYSTE 108 CUMMING, GA 30040	86-2812024	501(C)(3)	10,000.	0.			GENERAL SUPPORT
FLORIDA A&M UNIVERSITY FOUNDATION 625 E TENNESSEE ST TALLAHASSEE, FL 32308	59-6175096	501(C)(3)	10,000.	0.			GENERAL SUPPORT
FOOD & FRIENDS, INC. 219 RIGGS RD NE WASHINGTON, DC 20011	52-1648941	501(C)(3)	10,000.	0.			GENERAL SUPPORT
FOUNDATION FOR CALIFORNIA COMMUNITY COLLEGES - 1102 Q STSTE 4800 - SACRAMENTO, CA 95811	68-0412350	501(C)(3)	560,000.	0.			COLLEGE SUCCESS & GENERAL SUPPORT
FOUNDATION FOR EDEN PRAIRIE SCHOOLS - 8100 SCHOOL RD - EDEN PRAIRIE, MN 55344	43-1999421	501(C)(3)	15,000.	0.			GENERAL SUPPORT
FOUNDATION FOR THE LOS ANGELES COMMUNITY COLLEGES - 770 WILSHIRE BLVD9TH FL - LOS ANGELES, CA 90017	95-4106993	501(C)(3)	25,000.	0.			GENERAL SUPPORT
FRIENDS OF JACLYN FOUNDATION 1557 RTE 82 STE 9 HOPEWELL JUNCTION, NY 12533	20-8326822	501(C)(3)	10,000.	0.			GENERAL SUPPORT

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FRIENDS OF PARKS AND RECREATION 273 WOODBURY AVE MARTINSBURG, WV 25404	86-2215340	501(C)(3)	10,000.	0.			GENERAL SUPPORT
FRIENDS OF SOUTH HIGH FOUNDATION 3131 19TH AVE S MINNEAPOLIS, MN 55407	41-1506266	501(C)(3)	40,000.	0.			GENERAL SUPPORT
FUNDERS TOGETHER TO END HOMELESSNESS, INC. - 89 SOUTH ST89 S ST - BOSTON, MA 02111	27-3033048	501(C)(3)	25,000.	0.			GENERAL SUPPORT
GRANTMAKERS FOR EDUCATION 400 SE 103RD DR#33348 PORTLAND, OR 97216	33-0919329	501(C)(3)	25,000.	0.			GENERAL SUPPORT
GREAT RIVER SCHOOL 1326 ENERGY PARK DR ST. PAUL, MN 55108	34-1975307	501(C)(3)	10,000.	0.			GENERAL SUPPORT
GREEN DOT PUBLIC SCHOOLS 1149 S HILL ST#600 LOS ANGELES, CA 90015	95-4679811	501(C)(3)	35,000.	0.			GENERAL SUPPORT
GWINNETT CHATT OUTREACH (GCO) PO BOX 1293 DACULA, GA 30019	84-1888539	501(C)(3)	20,000.	0.			GENERAL SUPPORT
HEALING WOMEN OF ATLANTA, INC. 943 SUNDEW DR SE CONYERS, GA 30013	46-2626164	501(C)(3)	20,000.	0.			GENERAL SUPPORT
HENRY E. HUNTINGTON LIBRARY AND ART GALLERY - 1151 OXFORD RD - SAN MARINO, CA 91108	95-1644589	501(C)(3)	17,500.	0.			GENERAL SUPPORT

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HIGHER LEARNING ADVOCATES 1201 CONNECTICUT AVE NWSTE 651 WASHINGTON, DC 20036	81-4690411	501(C)(3)	150,000.	0.			CAREER READINESS
HILLSDALE COLLEGE 33 E COLLEGE ST HILLSDALE, MI 49242	38-1374230	501(C)(3)	10,000.	0.			GENERAL SUPPORT
HOMEBOY INDUSTRIES 130 W BRUNO ST LOS ANGELES, CA 90012	95-4800735	501(C)(3)	50,000.	0.			GENERAL SUPPORT
HOPE 4 YOUTH 2191 NORTHDAL BLVD NW COON RAPIDS, MN 55433	46-1626500	501(C)(3)	20,000.	0.			GENERAL SUPPORT
IMPACT TEEN DRIVERS FUND 2210 21ST ST SACRAMENTO, CA 95818	26-0595165	501(C)(3)	10,000.	0.			GENERAL SUPPORT
IND SCHOOL DISTRICT 717 815 SUNSET DR JORDAN, MN 55352	41-6003790	SCHOOL DISTRICT	15,000.	0.			GENERAL SUPPORT
INDIGENOUS ROOTS 788 E 7TH ST ST. PAUL, MN 55106	47-4492457	501(C)(3)	20,000.	0.			GENERAL SUPPORT
INSTITUTE FOR HIGHER EDUCATION POLICY - 1825 K ST NW, STE 720 - WASHINGTON, DC 20006	52-1818907	501(C)(3)	75,000.	0.			PROGRAM SUPPORT
INSTITUTE FOR LEADERSHIP EDUCATION, ADVANCEMENT, AND DEVELOPMENT, INC. - 1122 COUNTY LINE RD - BRYN MAWR, PA 19010	23-2821833	501(C)(3)	200,000.	0.			CAREER READINESS

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INTEGRATED REFUGEE & IMMIGRANT SERVICES - 235 NICOLL ST - NEW HAVEN, CT 06511	06-0653044	501(C)(3)	20,000.	0.			GENERAL SUPPORT
ISD 196 - ROSEMOUNT HIGH SCHOOL 3455 153RD ST W ROSEMOUNT, MN 55068	41-6007792	SCHOOL DISTRICT	10,000.	0.			GENERAL SUPPORT
ITHAKA HARBORS, INC. ONE LIBERTY PLAZA5TH FL NEW YORK, NY 10006	13-3857105	501(C)(3)	760,750.	0.			COLLEGE SUCCESS
JEREMIAH PROGRAM 615 1ST AVE NESTE 210 MINNEAPOLIS, MN 55413	41-1801834	501(C)(3)	540,000.	0.			CAREER READINESS & GENERAL SUPPORT
JEWISH COMMUNITY CENTER OF GREATER ALBUQUERQUE - 5520 WYOMING BLVD NE - ALBUQUERQUE, NM 87109	85-0457178	501(C)(3)	10,000.	0.			GENERAL SUPPORT
JOBPATH, INC. 616 N COUNTRY CLUB RDSTE 110 TUCSON, AZ 85716	65-1190309	501(C)(3)	422,000.	0.			CAREER READINESS
JOBS FOR THE FUTURE 50 MILK ST17TH FL BOSTON, MA 02109	06-1164568	501(C)(3)	415,000.	0.			CAREER READINESS
JOHN N. GARDNER INSTITUTE FOR EXCELLENCE IN UNDERGRADUATE EDUCATION - 11 PARK PL W - BREVARD, NC 28712	26-0166817	501(C)(3)	1,000,000.	0.			COLLEGE SUCCESS
JUNIOR ACHIEVEMENT NORTH 1745 UNIVERSITY AVE W ST. PAUL, MN 55104	41-1424988	501(C)(3)	10,000.	0.			GENERAL SUPPORT

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JUNIOR ACHIEVEMENT OF GEORGIA (JA) 275 NORTHSIDE DR NW BUILDING C, 3RD ATLANTA, GA 30314	58-0598050	501(C)(3)	20,000.	0.			GENERAL SUPPORT
JUNIOR ACHIEVEMENT OF TAMPA BAY 13707 N 22ND ST TAMPA, FL 33613	84-1267604	501(C)(3)	20,000.	0.			GENERAL SUPPORT
KIDS IN NEED FOUNDATION 2719 PATTON RD ROSEVILLE, MN 55113	82-1078462	501(C)(3)	20,000.	0.			GENERAL SUPPORT
LIBRARY FOUNDATION OF LOS ANGELES 630 W 5TH ST LOS ANGELES, CA 90071	95-4368250	501(C)(3)	20,000.	0.			GENERAL SUPPORT
LOCKER PROJECT PO BOX 3134 PORTLAND, ME 04104	47-1257754	501(C)(3)	40,000.	0.			GENERAL SUPPORT
LOS ANGELES CITY COLLEGE FOUNDATION - 855 N VERMONT AVE - LOS ANGELES, CA 90029	95-6207819	501(C)(3)	15,000.	0.			GENERAL SUPPORT
LOS ANGELES LGBT CENTER 1118 N MCCADDEN PL LOS ANGELES, CA 90038	95-3567895	501(C)(3)	20,000.	0.			GENERAL SUPPORT
MACPHAIL CENTER FOR MUSIC 501 S 2ND ST MINNEAPOLIS, MN 55401	41-1729340	501(C)(3)	10,000.	0.			GENERAL SUPPORT
MARTHA'S TABLE 2375 ELVANS RD SE WASHINGTON, DC 20090	52-1186071	501(C)(3)	10,000.	0.			GENERAL SUPPORT

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MARY'S CENTER FOR MATERNAL AND CHILD CARE, INC. - 2333 ONTARIO RD NW - WASHINGTON, DC 20009	52-1594116	501(C)(3)	10,000.	0.			GENERAL SUPPORT
MASSACHUSETTS DEPARTMENT OF HIGHER EDUCATION - ONE ASHBURTON PL - BOSTON, MA 02108	04-6002284	501(C)(3)	310,000.	0.			COLLEGE SUCCESS
MICHELSON 20MM FOUNDATION 11755 WILSHIRE BLVD, STE 1400 LOS ANGELES, CA 90025	27-2898736	501(C)(3)	20,000.	0.			GENERAL SUPPORT
MINDFUL LITTLES 21C ORINDA WAY, #405 ORINDA, CA 94563	82-1012917	501(C)(3)	10,000.	0.			GENERAL SUPPORT
MINNEAPOLIS COLLEGE OF ART AND DESIGN - 2501 STEVENS AVE - MINNEAPOLIS, MN 55404	41-1607453	501(C)(3)	40,000.	0.			GENERAL SUPPORT
MINNESOTA ADULT & TEEN CHALLENGE 740 E 24TH ST MINNEAPOLIS, MN 55404	41-1517351	501(C)(3)	20,000.	0.			GENERAL SUPPORT
MINNESOTA PUBLIC RADIO / AMERICAN PUBLIC MEDIA - 480 CEDAR ST - ST. PAUL, MN 55101	41-0953924	501(C)(3)	75,000.	0.			GENERAL SUPPORT
MINNESOTA STATE COLLEGES AND UNIVERSITIES - 30 E 7TH ST - ST. PAUL, MN 55101	41-1687554	501(C)(3)	700,000.	0.			COLLEGE SUCCESS
MOMS ON A MISSION 1109 LARKWOOD CT VIRGINIA BEACH, VA 23464	61-1949074	501(C)(3)	30,000.	0.			GENERAL SUPPORT

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MOONSHOT EDVENTURES 3840 YORK STSTE 145 DENVER, CO 80205	81-4177800	501(C)(3)	20,000.	0.			GENERAL SUPPORT
NATIONAL ASSOCIATION OF COUNTIES RESEARCH FOUNDATION - 660 N CAPITOL ST NWSTE 400 - WASHINGTON, DC 20001	53-0241255	501(C)(3)	390,500.	0.			CAREER READINESS
NATIONAL ASSOCIATION OF SYSTEM HEADS (NASH) - 3300 METZEROTT RD - ADELPHI, MD 20783	20-8987993	501(C)(3)	75,000.	0.			GENERAL SUPPORT
NATIONAL CENTER FOR CIVIC INNOVATION - 121 AVE OF THE AMERICAS - NEW YORK, NY 10013	02-0590588	501(C)(3)	75,000.	0.			GENERAL SUPPORT
NATIONAL COLLEGE ATTAINMENT NETWORK - 800 17TH ST NW #630 - WASHINGTON, DC 20006	31-1793562	501(C)(3)	700,000.	0.			COLLEGE SUCCESS
NATIONAL CONFERENCE OF STATE LEGISLATURES - 7700 E 1ST PL - DENVER, CO 80230	84-0772595	501(C)(3)	200,000.	0.			CAREER READINESS
NATIONAL PUBLIC RADIO 1111 N CAPITOL ST NE WASHINGTON, DC 20002	52-0907625	501(C)(3)	150,000.	0.			PROGRAM SUPPORT
NATIVITY OF OUR LORD SCHOOL 1900 STANFORD AVE ST. PAUL, MN 55105	41-0693956	501(C)(3)	10,000.	0.			GENERAL SUPPORT
NEW AMERICA 740 15TH ST NWSTE 900 WASHINGTON, DC 20005	52-2096845	501(C)(3)	7,500.	0.			GENERAL SUPPORT

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NEW VENTURE FUND 1828 L ST NWSTE 300-A WASHINGTON, DC 20036	20-5806345	501(C)(3)	500,000.	0.			COLLEGE SUCCESS
NORTH BRANCH AREA EDUCATION FOUNDATION - 5842 OLD MAIN ST STE 7-4 - NORTH BRANCH, MN 55056	27-2029579	501(C)(3)	10,000.	0.			GENERAL SUPPORT
NORTH CAROLINA STATE UNIVERSITY 2701 SULLIVAN DRSTE 240, CAMPUS BOX RALEIGH, NC 27695	56-6000756	501(C)(3)	1,402,799.	0.			CAREER READINESS
NORTH STAR OF CHESTER COUNTY 330 W MARKET ST WEST CHESTER, PA 19382	23-2713075	501(C)(3)	10,000.	0.			GENERAL SUPPORT
NORTHSIDE ACHIEVEMENT ZONE (NAZ) 2123 W BROADWAY AVE #100 MINNEAPOLIS, MN 55411	30-0238807	501(C)(3)	20,000.	0.			GENERAL SUPPORT
NOTRE DAME HIGH SCHOOL OF WEST HAVEN, INC. - ONE NOTRE DAME WY - WEST HAVEN, CT 06516	06-0646748	SCHOOL	25,000.	0.			GENERAL SUPPORT
ONWARD WE LEARN 134 THURBERS AVE#111 PROVIDENCE, RI 02905	22-3031765	501(C)(3)	10,000.	0.			GENERAL SUPPORT
OPPORTUNITY AMERICA EDUCATIONAL FUND - 737 8TH ST SESTE 201 - WASHINGTON, DC 20003	47-1858873	501(C)(3)	75,000.	0.			CAREER READINESS
PETOSKEY-HARBOR SPRINGS AREA COMMUNITY FOUNDATION - 1349 US-131STE A - PETOSKEY, MI 49770	38-3032185	501(C)(3)	10,000.	0.			GENERAL SUPPORT

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PROPEL AMERICA 800 BOLYSTON STPO BOX 990443 BOSTON, MA 02199	83-1867782	501(C)(3)	500,000.	0.			CAREER READINESS
PROPEL NONPROFITS 724 BIELENBERG DR #6 WOODBURY, MN 55125	83-1217023	501(C)(3)	20,000.	0.			GENERAL SUPPORT
PROYECTO PASTORAL 135 N MISSION RD LOS ANGELES, CA 90033	95-3213958	501(C)(3)	10,000.	0.			GENERAL SUPPORT
RAISE THE BARR 2851 W 120TH ST, STE E #339 HAWTHORNE, CA 90250	81-1234771	501(C)(3)	100,000.	0.			CAREER READINESS
RAND CORPORATION 1776 MAIN ST SANTA MONICA, CA 90401	95-1958142	501(C)(3)	999,835.	0.			CAREER READINESS
RESEARCH FOUNDATION OF THE CITY UNIVERSITY OF NEW YORK - 230 W 41ST ST - NEW YORK, NY 10036	13-1988190	501(C)(3)	625,000.	0.			COLLEGE SUCCESS
REVE ACADEMY 807 BROADWAY ST NESTE 160 MINNEAPOLIS, MN 55413	27-4148333	501(C)(3)	10,000.	0.			GENERAL SUPPORT
SACRAMENTO LOAVES AND FISHES PO BOX 13495 SACRAMENTO, CA 95813	68-0189897	501(C)(3)	20,000.	0.			GENERAL SUPPORT
SAFE HARBOR OF CHESTER COUNTY 20 N MATLACK ST WEST CHESTER, PA 19380	23-2734615	501(C)(3)	10,000.	0.			GENERAL SUPPORT

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SANFORD SCHOOL 6900 LANCASTER PIKE HOCKESSIN, DE 19707	51-0064331	501(C)(3)	10,000.	0.			GENERAL SUPPORT
SANTA CLARA COUNTY OFFICE OF EDUCATION - 1290 RIDDER PARK DR, MC 201 - SAN JOSE, CA 95131	77-0272168	SANTA CLARA CTY	10,000.	0.			GENERAL SUPPORT
SCHOOL DISTRICT OF NEW RICHMOND 701 E 11TH ST NEW RICHMOND, WI 54017	39-6003673	SCHOOL DISTRICT	10,000.	0.			GENERAL SUPPORT
SHARE THE TABLE, INC. PO BOX 4170 SURF CITY, NC 28445	35-2587416	501(C)(3)	10,000.	0.			GENERAL SUPPORT
SKILLPOINTE FOUNDATION, INC 5256 PEACHTREE RDSTE 130 CHAMBLEE, GA 30341	85-1384690	501(C)(3)	40,000.	0.			GENERAL SUPPORT
ST. CHARLES BORROMEIO SCHOOL 2727 STINSON BLVD ST. ANTHONY, MN 55418	41-0706912	SCHOOL	10,000.	0.			GENERAL SUPPORT
ST. DAVID'S CENTER 3395 PLYMOUTH RD MINNETONKA, MN 55305	41-1429208	501(C)(3)	10,000.	0.			GENERAL SUPPORT
STORYARK 640 MAIN ST NSTE 34 STILLWATER, MN 55082	81-3780329	501(C)(3)	20,000.	0.			GENERAL SUPPORT
STRADA COLLABORATIVE 10 W MARKET STSTE 1100 INDIANAPOLIS, IN 46204	86-1250084	501(C)(3)	660,000.	0.			COLLEGE SUCCESS

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SUPPORTING THE TAYLOR HOUSE, INC. PO BOX 853 ROSEVILLE, CA 95678	46-0748514	501(C)(3)	30,000.	0.			GENERAL SUPPORT
TAKE STOCK IN CHILDREN 3000 NE 30TH PLSTE 409 FORT LAUDERDALE, FL 33306	59-3331584	501(C)(3)	20,000.	0.			GENERAL SUPPORT
TEACH FOR AMERICA, TWIN CITIES 401 N 2ND AVE, STE 200 MINNEAPOLIS, MN 55401	13-3541913	501(C)(3)	15,000.	0.			GENERAL SUPPORT
TEACHER'S COLLEGE, COLUMBIA UNIVERSITY - 525 W 120TH STBOX 21, 47C HORACE MANN - NEW YORK, NY 10027	13-1624202	501(C)(3)	75,000.	0.			PROGRAM SUPPORT
THE ANDREW MCDONOUGH B+ FOUNDATION 101 ROCKLAND CIR WILMINGTON, DE 19803	42-1741037	501(C)(3)	10,000.	0.			GENERAL SUPPORT
THE ASPEN INSTITUTE 2300 N ST NWSTE 700 WASHINGTON, DC 20037	84-0399006	501(C)(3)	1,960,000.	0.			CAREER READINESS & COLLEGE SUCCESS
THE CENTER TO ADVANCE CTE 8484 GEORGIA AVE, STE 620 SILVER SPRING, MD 20910	73-1086246	501(C)(3)	17,325.	0.			CAREER READINESS
THE CENTURY FOUNDATION 1 WHITEHALL ST, FL 15 NEW YORK, NY 10004	13-1624235	501(C)(3)	200,000.	0.			CAREER READINESS
THE COMMUNITY FOUNDATION FOR NORTHERN VIRGINIA - 2940 HUNTER MILL RD, STE 201 - OAKTON, VA 22124	51-0232459	501(C)(3)	30,000.	0.			GENERAL SUPPORT

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THE FORGE FOR FAMILIES 3435 DIXIE DR HOUSTON, TX 77021	76-0485959	501(C)(3)	20,000.	0.			GENERAL SUPPORT
THE INSTITUTE FOR CITIZENS & SCHOLARS - 104 CARNEGIE CENTERSTE 301 - PRINCETON, NJ 08540	21-0703075	501(C)(3)	290,806.	0.			CAREER READINESS & GENERAL SUPPORT
THE OHIO STATE UNIVERSITY 29 W WOODRUFF AVE301-G RAMSEYER HAL COLUMBUS, OH 43210	31-1145986	501(C)(3)	499,913.	0.			CAREER READINESS
THE PARTNERSHIP PLAN 1875 GREELEY ST S STILLWATER, MN 55082	20-3012418	501(C)(3)	10,000.	0.			GENERAL SUPPORT
THE REGENTS OF THE UNIVERSITY OF CALIFORNIA - 1111 FRANKLIN ST - OAKLAND, CA 94607	94-3067788	501(C)(3)	75,000.	0.			GENERAL SUPPORT
THE REINVESTMENT FUND, INC. 1700 MARKET ST19TH FL PHILADELPHIA, PA 19103	23-2331946	501(C)(3)	300,000.	0.			COLLEGE SUCCESS
THE SANNEH FOUNDATION 2090 CONWAY ST ST. PAUL, MN 55119	56-2332269	501(C)(3)	15,000.	0.			GENERAL SUPPORT
THE TRUSTEES OF COLUMBIA UNIVERSITY IN THE CITY OF NEW YORK - 615 W 131ST ST3RD FL - NEW YORK, NY 10027	13-5598093	501(C)(3)	20,000.	0.			EDUCATION INNOVATION VENTURES
THE UCLA FOUNDATION UCLA EXTERNAL AFFAIRS, BOX 951590WILSHIRE CENTER, STE 900 - LOS ANGELES, CA	95-2250801	501(C)(3)	120,000.	0.			GENERAL SUPPORT

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THE URBAN INSTITUTE 500 L'ENFANT PLAZA WASHINGTON, DC 20024	52-0880375	501(C)(3)	1,100,000.	0.			CAREER READINESS
THIRD SECTOR CAPITAL PARTNERS, INC. - 225 FRANKLIN STSTE 350 - BOSTON, MA 02110	46-1301032	501(C)(3)	75,000.	0.			GENERAL SUPPORT
TREEHOUSE 5757 WAYZATA BLVD MINNEAPOLIS, MN 55416	91-1425676	501(C)(3)	10,000.	0.			GENERAL SUPPORT
TWIN CITIES RISE 1301 BRYANT AVE N MINNEAPOLIS, MN 55411	41-1761118	501(C)(3)	27,500.	0.			GENERAL SUPPORT
TWINSPIRE: TOGETHER WE INSPIRE 862 HILGARD AVE LOS ANGELES, CA 90024	84-1862747	501(C)(3)	20,000.	0.			GENERAL SUPPORT
UNDERSTOOD FOR ALL 96 MORTON ST, FL 5 NEW YORK, NY 10014	83-2365235	501(C)(3)	10,000.	0.			GENERAL SUPPORT
UNITED NEGRO COLLEGE FUND 1805 7TH ST NW WASHINGTON, DC 20001	13-1624241	501(C)(3)	740,250.	0.			COLLEGE SUCCESS
UNIVERSITY OF CENTRAL MISSOURI 108 W S STADMIN BUILDING 102 WARRENSBURG, MO 64093	44-6000293	501(C)(3)	450,000.	0.			CAREER READINESS
UNIVERSITY OF HOUSTON DOWNTOWN ONE MAIN STSTE S990 HOUSTON, TX 77002	74-6001399	501(C)(3)	10,000.	0.			GENERAL SUPPORT

Schedule I (Form 990)

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

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
UNIVERSITY OF NORTH CAROLINA SYSTEM - 910 RALEIGH RD - CHAPEL HILL, NC 27514	56-6172047	501(C)(3)	600,000.	0.			COLLEGE SUCCESS
UNIVERSITY OF SOUTHERN CALIFORNIA, PULLIAS CENTER FOR HIGHER EDUCATION - 3470 TROUSDALE PKWYWAITE PHILLIPS HALL, WPH 701 - UNIVERSITY OF SOUTHERN CALIFORNIA, RACE AND EQUITY CENTER - 635 DOWNEY WY, VPD 214 - LOS ANGELES, CA 90089	95-1642394	501(C)(3)	159,203.	0.			PROGRAM SUPPORT
UNIVERSITY OF SOUTHERN CALIFORNIA, RACE AND EQUITY CENTER - 635 DOWNEY WY, VPD 214 - LOS ANGELES, CA 90089	95-1642394	501(C)(3)	1,839,180.	0.			PROGRAM SUPPORT
URBAN VENTURES LEADERSHIP FOUNDATION - 2924 4TH AVE S - MINNEAPOLIS, MN 55408	36-3558710	501(C)(3)	20,000.	0.			GENERAL SUPPORT
VASSAR COLLEGE 124 RAYMOND AVE POUGHKEEPSIE, NY 12604	14-1338587	501(C)(3)	410,000.	0.			PROGRAM SUPPORT
VIRGINIA FOUNDATION FOR COMMUNITY COLLEGE EDUCATION - 300 ARBORETUM PLSTE 390 - RICHMOND, VA 23236	23-7004354	501(C)(3)	583,000.	0.			CAREER READINESS
WILLIAMSON COLLEGE OF THE TRADES 106 S NEW MIDDLETOWN RD MEDIA, PA 19063	23-1352691	501(C)(3)	20,000.	0.			GENERAL SUPPORT
WORKCRED 1899 L ST NW11TH FL WASHINGTON, DC 20036	47-1467778	501(C)(3)	758,000.	0.			CAREER READINESS
YOUNG MEN'S CHRISTIAN ASSOCIATION OF THE NORTH - 651 NICOLLET AVESTE 500 - MINNEAPOLIS, MN 55414	45-2563299	501(C)(3)	15,000.	0.			GENERAL SUPPORT

Schedule I (Form 990)

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

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
YOUTH FIRST COMMUNITY OF PROMISE 6701 US-10 RAMSEY, MN 55303	26-1914148	501(C)(3)	20,000.	0.			GENERAL SUPPORT
EDUCATION WRITERS ASSOCIATION 1825 K ST NW, STE 200 WASHINGTON, DC 20006	23-7439790	501(C)(3)	50,000.	0.			PROGRAM SPONSORSHIP
FOUNDATION FOR CA COMMUNITY COLLEGES - 1102 Q ST, STE 4800 - SACRAMENTO, CA 95811	68-0412350	501(C)(3)	20,000.	0.			PROGRAM SPONSORSHIP
GRANTMAKERS FOR EDUCATION 851 SW 6TH AVE, STE 350 PORTLAND, OR 97204	33-0919329	501(C)(3)	7,500.	0.			PROGRAM SPONSORSHIP
INSIDE HIGHER ED 1150 CONNECTICUT AVE NW, STE 400 WASHINGTON, DC 20036	80-0093170		9,000.	0.			PROGRAM SPONSORSHIP
THE CAMPAIGN FOR COLLEGE OPPORTUNITY - 1149 S HILL ST, STE 925 - LOS ANGELES, CA 90015	20-0427622	501(C)(3)	20,000.	0.			PROGRAM SPONSORSHIP

Schedule I (Form 990)

**Part III Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22.  
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance

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

PART I, LINE 2:

HELPING LOW-INCOME STUDENTS PURSUE HIGHER EDUCATION IS CORE TO ECMC

FOUNDATION'S MISSION. ECMC GROUP, INC CLOSELY MONITORS THE USE OF THE CASH

GRANTS TO ECMC GROUP, INC. THROUGH REPORTS TO MANAGEMENT AND THE BOARD OF

DIRECTORS ON A REGULAR BASIS. THE REMAINING GRANTS AND ASSISTANCE TO THE

ORGANIZATIONS LISTED IN PART II FURTHER ECMC FOUNDATION'S MISSION AND

PROGRAM EVALUATIONS ARE PART OF ALL GRANT PROJECTS FUNDED.

**SCHEDULE J  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Compensation Information**

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

OMB No. 1545-0047

**2022**

Open to Public  
Inspection

Name of the organization

ECMC FOUNDATION

Employer identification number

41-1990628

**Part I Questions Regarding Compensation**

**1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- |   |  |
|---|--|
| <input type="checkbox"/> First-class or charter travel                        | <input type="checkbox"/> Housing allowance or residence for personal use   |
| <input type="checkbox"/> Travel for companions                                | <input type="checkbox"/> Payments for business use of personal residence   |
| <input checked="" type="checkbox"/> Tax indemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees     |
| <input type="checkbox"/> Discretionary spending account                       | <input type="checkbox"/> Personal services (such as maid, chauffeur, chef) |

**b** If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain .....

**2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a? .....

**3** Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Compensation committee              | <input type="checkbox"/> Written employment contract                                |
| <input checked="" type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study                    |
| <input type="checkbox"/> Form 990 of other organizations                | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

**4** During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a** Receive a severance payment or change-of-control payment? .....
- b** Participate in or receive payment from a supplemental nonqualified retirement plan? .....
- c** Participate in or receive payment from an equity-based compensation arrangement? .....
- If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

**Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.**

**5** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization? .....
- b** Any related organization? .....
- If "Yes" on line 5a or 5b, describe in Part III.

**6** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization? .....
- b** Any related organization? .....
- If "Yes" on line 6a or 6b, describe in Part III.

**7** For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III .....

**8** Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III .....

**9** If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)? .....

	Yes	No
<b>1b</b>	X	
<b>2</b>	X	
<b>4a</b>		X
<b>4b</b>	X	
<b>4c</b>		X
<b>5a</b>		X
<b>5b</b>	X	
<b>6a</b>		X
<b>6b</b>	X	
<b>7</b>		X
<b>8</b>		X
<b>9</b>		

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

Schedule J (Form 990) 2022

**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 compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) GREGORY A. VAN GUILDER FORMER CFO, ECMC GROUP CIO	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	681,535.	509,800.	152,195.	89,868.	9,636.	1,443,034.	41,000.
(2) JEREMY J. WHEATON PRES & CEO-PART YR, SR ADVISOR	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	408,446.	800,000.	63,060.	18,300.	34,229.	1,324,035.	20,500.
(3) DANIEL S. FISHER GRP PRES & CEO (EFF 7-3-22)	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	484,979.	504,688.	23,826.	78,235.	34,212.	1,125,940.	20,500.
(4) MARTIN A. SCANLON CFO & TREASURER	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	415,034.	412,500.	24,432.	68,435.	28,561.	948,962.	20,500.
(5) PETER J. TAYLOR PRESIDENT & DIRECTOR	(i)	495,758.	100,000.	124,109.	155,065.	22,896.	897,828.	117,934.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(6) BRIAN BOARDMAN GRP GENERAL COUNSEL & CORP SEC	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	264,020.	110,925.	7,267.	39,552.	36,934.	458,698.	4,556.
(7) LYNN ALVAREZ VP FDN PROGRAMS & STRATEGY	(i)	305,531.	0.	4,514.	36,877.	19,787.	366,709.	600.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(8) JENNIFER E. ZEISLER SR DIR, PROGRAM MANAGEMENT	(i)	187,668.	0.	1,500.	22,820.	11,672.	223,660.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(9) JESSICA E. HASELTON DIR, EDUCATION INNOV VENTURES	(i)	167,255.	0.	1,459.	14,032.	35,669.	218,415.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(10) SARAH BELNICK SR DIR, PROGRAM MANAGEMENT	(i)	168,427.	0.	846.	20,716.	22,902.	212,891.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(11) JAMES V. MCKEON BOARD CHAIR NOT PD BY FDN	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	196,250.	0.	0.	0.	0.	196,250.	0.
(12) LORAIN PARK SR MGR, LEARNING & IMPACT	(i)	127,574.	0.	1,201.	16,147.	26,162.	171,084.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(13) MAURICE M. SALTER DIRECTOR NOT PD BY FDN	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	157,500.	0.	0.	0.	0.	157,500.	0.
(14) DIANA J. INGRAM DIRECTOR NOT PD BY FDN	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	156,250.	0.	0.	0.	0.	156,250.	0.
(15) JULIA S. GOUW DIRECTOR NOT PD BY FDN	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	155,000.	0.	0.	0.	0.	155,000.	0.
(16) K. PAUL SINGH DIRECTOR NOT PD BY FDN	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	152,500.	0.	0.	0.	0.	152,500.	0.



**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 compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(17) JOHN F. DEPODESTA FORMER BD CHAIR NOT PD BY FDN	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	75,000.	0.	0.	0.	0.	75,000.	0.
(18) ROBERTA COOPER RAMO FORMER DIRECTOR NOT PD BY FDN	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	60,000.	0.	0.	0.	0.	60,000.	0.
(19) I. KING JORDAN FORMER DIRECTOR NOT PD BY FDN	(i)	0.	0.	0.	0.	0.	0.	0.
	(ii)	30,000.	0.	0.	0.	0.	30,000.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
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	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							

**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:

CERTAIN TAXABLE BENEFITS ARE GROSSED UP TO MAKE THE EMPLOYEE WHOLE; THIS  
HAS BEEN APPROVED BY THE BOARD OF DIRECTORS.

PART I, LINE 3:

AS NOTED IN PART VII OF FORM 990 AND SCHEDULE J, PART II, THE ONLY  
EXECUTIVE OFFICER COMPENSATED BY ECMC FOUNDATION WAS THE PRESIDENT, PETER  
J. TAYLOR. ALL OTHER EXECUTIVE OFFICERS' COMPENSATION WAS PAID BY RELATED  
ORGANIZATIONS.

PART I, LINE 4B:

ECMC GROUP, INC. MAINTAINS A SUPPLEMENTAL NONQUALIFIED RETIREMENT PLAN  
DESCRIBED IN SECTION 457(F), AND A SUPPLEMENTAL EMPLOYEE RETIREMENT PLAN  
(SERP), TO ATTRACT AND RETAIN EMPLOYEES, TYPICALLY IN MANAGEMENT POSITIONS.  
IN 2022, GREGORY A. VAN GUILDER, DANIEL S. FISHER AND MARTIN A. SCANLON  
PARTICIPATED IN THE 457(F) PLAN, AND RECEIVED EMPLOYER CONTRIBUTIONS OF  
\$8,268, \$19,135, AND \$9,335, RESPECTIVELY, AND PETER J. TAYLOR PARTICIPATED  
IN THE SERP PLAN, AND RECEIVED AN EMPLOYER CONTRIBUTION OF \$100,765.

**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 5:

AS NOTED IN PART VII OF FORM 990 AND SCHEDULE J, PART II, THE ONLY

EXECUTIVE OFFICER COMPENSATED BY ECMC FOUNDATION WAS THE PRESIDENT, PETER

J. TAYLOR. ALL OTHER EXECUTIVE OFFICERS' COMPENSATION WAS PAID BY RELATED

ORGANIZATIONS. ECMC GROUP, INC.'S ANNUAL OFFICER INCENTIVE PLAN REQUIRES

ACHIEVEMENT OF STATED PRIMARY FINANCIAL GOALS, WHICH INCLUDES REVENUES,

BEFORE ANY PAYMENT TO ANY OFFICER IS MADE.

PART I, LINE 6:

AS NOTED IN PART VII OF FORM 990 AND SCHEDULE J, PART II, THE ONLY

EXECUTIVE OFFICER COMPENSATED BY ECMC FOUNDATION WAS THE PRESIDENT, PETER

J. TAYLOR. ALL OTHER EXECUTIVE OFFICERS' COMPENSATION WAS PAID BY RELATED

ORGANIZATIONS. ECMC GROUP, INC.'S ANNUAL OFFICER INCENTIVE PLAN REQUIRES

ACHIEVEMENT OF STATED KEY PERFORMANCE METRICS, WHICH INCLUDES NET EARNINGS

BEFORE ANY PAYMENT TO ANY OFFICER IS MADE.

**SCHEDULE M  
(Form 990)**

**Noncash Contributions**

OMB No. 1545-0047

**2022**

Open to Public Inspection

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

Department of the Treasury  
Internal Revenue Service

Name of the organization <b>ECMC FOUNDATION</b>	Employer identification number <b>41-1990628</b>
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<b>Part I</b>	<b>Types of Property</b>	<b>(a)</b> Check if applicable	<b>(b)</b> Number of contributions or items contributed	<b>(c)</b> Noncash contribution amounts reported on Form 990, Part VIII, line 1g	<b>(d)</b> Method of determining noncash contribution amounts
1	Art - Works of art				
2	Art - Historical treasures				
3	Art - Fractional interests				
4	Books and publications				
5	Clothing and household goods				
6	Cars and other vehicles				
7	Boats and planes				
8	Intellectual property				
9	Securities - Publicly traded				
10	Securities - Closely held stock				
11	Securities - Partnership, LLC, or trust interests				
12	Securities - Miscellaneous				
13	Qualified conservation contribution - Historic structures				
14	Qualified conservation contribution - Other				
15	Real estate - Residential				
16	Real estate - Commercial				
17	Real estate - Other				
18	Collectibles				
19	Food inventory				
20	Drugs and medical supplies				
21	Taxidermy				
22	Historical artifacts				
23	Scientific specimens				
24	Archeological artifacts				
25	Other ( INV - FRACT INT )	X	2	450,000,000.	FAIR MARKET VALUE
26	Other ( )				
27	Other ( )				
28	Other ( )				

<b>29</b> Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part V, Donee Acknowledgement	<b>29</b>	0
---	-----------	---

	Yes	No
<b>30a</b> During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least 3 years from the date of the initial contribution, and which isn't required to be used for exempt purposes for the entire holding period?		X
<b>b</b> If "Yes," describe the arrangement in Part II.		
<b>31</b> Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?		X
<b>32a</b> Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?		X
<b>b</b> If "Yes," describe in Part II.		
<b>33</b> If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II.		

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

SCHEDULE M, PART I, COLUMN (B):

OTHER - INVESTMENT - FRACTIONAL INTEREST. THE NUMBER REPORTED IN PART I, LINE 25, COLUMN B IS BASED ON THE NUMBER OF CONTRIBUTIONS RECEIVED.

SCHEDULE M, PART I, LINE 25 - INVESTMENT - FRACTIONAL INTEREST:

PARTICIPATION IN THE ECMC GROUP, INC. APPORTIONED INVESTMENT POOL

("APPORTIONED INVESTMENT POOL") IS AVAILABLE TO ECMC GROUP, INC. AND ITS ELIGIBLE SUBSIDIARIES.

INVESTMENTS IN ECMC GROUP, INC. APPORTIONED INVESTMENT POOL REPRESENT

AN OWNERSHIP INTEREST IN THE APPORTIONED INVESTMENT POOL MANAGED BY

ECMC GROUP, INC., NOT THE UNDERLYING ASSETS THEMSELVES. THE OWNERSHIP

INTERESTS IN THE APPORTIONED INVESTMENT POOL ARE NOT THEMSELVES

PUBLICLY TRADED, NOR CAN THEY BE VALUED BASED ON DIRECT OR INDIRECT

INPUTS AS DEFINED BY FINANCIAL ACCOUNTING STANDARDS BOARD ACCOUNTING

STANDARDS CODIFICATION 820.

ECMC FOUNDATION'S INVESTMENTS CONSIST OF POOLED FUNDS INVESTED WITH

ECMC GROUP, INC. THAT ARE GENERALLY REDEEMABLE UPON REQUEST AS

DESIGNATED BY THE BOARD OF DIRECTORS. THE POOLED INVESTMENT IS UNDER

FAIR VALUE HIERARCHY, A LEVEL 2 INVESTMENT. INVESTMENTS ARE RECORDED AT

ESTIMATED FAIR VALUE, USING THE PRACTICAL EXPEDIENT. THE PRACTICAL

EXPEDIENT ALLOWS FOR THE USE OF A PROPORTIONATE SHARE OF THE

APPORTIONED INVESTMENT POOL TO BE UTILIZED TO ESTIMATE FAIR VALUE.

THE INVESTMENT STRATEGY OF THE POOLED FUNDS OF ECMC GROUP, INC.'S

APPORTIONED INVESTMENT POOL IS TO DIVERSIFY RISK AND PROVIDE A RETURN

**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.

THAT SATISFIES LONG-TERM OBJECTIVES.

Multiple horizontal lines for supplemental information.

**SCHEDULE O  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

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

OMB No. 1545-0047

**2022**

Open to Public  
Inspection

Name of the organization

ECMC FOUNDATION

Employer identification number

41-1990628

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

ECMC FOUNDATION IS A GRANTMAKING FOUNDATION FOCUSED ON IMPROVING HIGHER  
EDUCATION AND CAREER SUCCESS AMONG UNDERSERVED POPULATIONS THROUGH  
EVIDENCE-BASED INNOVATION. ECMC FOUNDATION DOES THIS BY SUPPORTING  
THREE FOCUS AREAS: COLLEGE SUCCESS, CAREER READINESS AND EDUCATION  
INNOVATION VENTURES; AND USES A SPECTRUM OF FUNDING STRUCTURES,  
INCLUDING STRATEGIC GRANTMAKING AND PROGRAM-RELATED INVESTMENTS. SINCE  
INCEPTION, THE FOUNDATION HAS PROVIDED FUNDING IN 49 STATES.

FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS:

OUTCOMES. COLLEGE SUCCESS CURRENTLY FOCUSES ITS GRANTMAKING TOWARD  
PROGRAMS, INSTITUTIONAL NETWORKS, RESEARCH AND POLICY THAT ADDRESS  
BASIC NEEDS, IMPROVING CREDIT MOBILITY AND TRANSFER, ENHANCING  
STUDENT-CENTERED SUPPORT AND REFORMING SYSTEMIC APPROACHES TO ENHANCE  
COMPLETION. ADDITIONALLY, COLLEGE SUCCESS HAS MADE SIGNIFICANT  
INVESTMENTS IN COALITION EFFORTS WORKING TO MOVE THE NEEDLE ON KEY  
ISSUES: BASIC NEEDS INITIATIVE AND CATALYZING TRANSFER INITIATIVE.

DURING 2022, ECMC FOUNDATION EVALUATED ITS CURRENT STRATEGIC APPROACH  
TO GRANT MAKING AND INVESTING TO INCORPORATE ITS LEARNINGS OVER THE  
YEARS. AS A RESULT, ECMC FOUNDATION EXPANDED ITS COMMITMENT TO DRIVE  
SYSTEMIC CHANGE IN THE POSTSECONDARY ECOSYSTEM. THE NEW STRATEGIC  
FRAMEWORK FOCUSES ON REMOVING BARRIERS FROM STUDENTS, BUILDING CAPACITY  
WITHIN THE EDUCATION SECTOR AND TRANSFORMING THE OVERALL HIGHER  
EDUCATION ECOSYSTEM, WITH A FOCUS ON CONTINUOUS MEASUREMENT, LEARNING  
AND EVALUATION.

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

Schedule O (Form 990) 2022

Name of the organization ECMC FOUNDATION	Employer identification number 41-1990628
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## FORM 990, PART III, LINE 4B, PROGRAM SERVICE ACCOMPLISHMENTS:

SUPPORT ORGANIZATIONS TO RESEARCH, EVALUATE AND SHARE EFFORTS TO IMPROVE PRACTICE AND INFORM POLICY. THE PROGRAM IS ROOTED IN THE BELIEF THAT LEARNERS WHO COMPLETE CREDIT-BEARING PROGRAMS AND EARN ACADEMIC CREDENTIALS WILL EXPERIENCE IMPROVED ECONOMIC STABILITY AND INCREASED SOCIAL MOBILITY.

## FORM 990, PART III, LINE 4C, PROGRAM SERVICE ACCOMPLISHMENTS:

CHANGES IN ECONOMIC MOBILITY FOR LEARNERS AND JOBSEEKERS. AT YEAR END 2022, ECMC FOUNDATION HAS DEPLOYED NEARLY \$12 MILLION IN PROGRAM-RELATED INVESTMENTS TO COMPLEMENT THE GRANTMAKING IN COLLEGE SUCCESS AND CAREER READINESS PROGRAMS.

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

OTHER PROGRAMS. MISCELLANEOUS PROGRAMS AND ACTIVITIES FOR THE FURTHERANCE OF EDUCATIONAL OPPORTUNITIES THROUGH GRANTS, AWARDS AND RESEARCH ON THE MANAGEMENT OF EDUCATIONAL DEBT.

## GO! PROGRAM.

ECMC FOUNDATION AWARDS GRANTS TO THE GENERATING OUTCOMES (GO!) PROGRAM, A CORPORATE INITIATIVE TO FUND EDUCATION INNOVATION BY FUNDING IDEAS AND PARTNERSHIPS THAT CAN BE EXAMINED FOR EFFECTIVENESS IN THE LOCAL COMMUNITIES OF THE ECMC GROUP, INC. EMPLOYEES. TO QUALIFY FOR PAYMENT OF A GO! PROGRAM GRANT, THE AWARDED RECIPIENT MUST BE A THIRD-PARTY NONPROFIT ENTITY OR A GOVERNMENTAL PARTNER, SUCH AS PUBLIC SCHOOLS, AND EXPEND THE GRANT AWARD FOR THE PURPOSE DESIGNATED IN THE RECIPIENT'S



Name of the organization ECMC FOUNDATION	Employer identification number 41-1990628
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GRANT PROPOSAL. IN 2022, ECMC FOUNDATION AWARDED GRANTS RANGING FROM \$5,000 TO \$20,000 EACH TO 111 ORGANIZATIONS FOR A TOTAL OF \$1.09 MILLION.

EXPENSES \$ 11,415,560. INCLUDING GRANTS OF \$ 9,620,453. REVENUE \$ 0.

FORM 990, PART VI, SECTION A, LINE 2:

MR. MCKEON AND MR. SALTER - BUSINESS RELATIONSHIP

FORM 990, PART VI, SECTION A, LINE 6:

ECMC FOUNDATION HAS ONE MEMBER. THE MEMBER IS ECMC GROUP, INC. A DELAWARE, NONSTOCK, NONPROFIT CORPORATION EXEMPT UNDER SECTION 501(C)(3). THERE ARE NO STOCKHOLDERS.

FORM 990, PART VI, SECTION A, LINE 7A:

ECMC GROUP, INC. HAS THE RIGHT TO ELECT AND/OR APPROVE ALL THE DIRECTORS OF THE ECMC FOUNDATION BOARD OF DIRECTORS.

FORM 990, PART VI, SECTION A, LINE 7B:

ECMC GROUP, INC., THE SOLE MEMBER OF ECMC FOUNDATION, RETAINS THE FOLLOWING AUTHORITY OVER ECMC FOUNDATION:

1. TO AUTHORIZE AMENDMENTS TO THE ARTICLES OF INCORPORATION AND BYLAWS.
2. TO APPROVE THE STRATEGIC AND FINANCIAL PLANS.
3. TO ELECT AND/OR APPROVE THE MEMBERS OF THE BOARD OF DIRECTORS.
4. TO OVERSEE COORDINATION OF PROGRAMS AND SERVICES OFFERED.
5. TO AUTHORIZE FORMATION, GOVERNANCE AND DISSOLUTION.

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

ALL MEMBERS OF THE BOARD OF DIRECTORS AND EXECUTIVE MANAGEMENT ARE PROVIDED

Name of the organization ECMC FOUNDATION	Employer identification number 41-1990628
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A COPY OF FORM 990 TO REVIEW AND PROVIDE COMMENTS PRIOR TO FILING. ALL

MEMBERS OF THE BOARD OF DIRECTORS AND EXECUTIVE MANAGEMENT ARE PROVIDED

WITH A COPY OF THE FINAL VERSION OF FORM 990 BEFORE IT HAS BEEN FILED.

FORM 990, PART VI, SECTION B, LINE 12C:

OFFICERS, DIRECTORS AND ALL EMPLOYEES ARE REQUIRED TO REAFFIRM ON AN ANNUAL

BASIS THEIR UNDERSTANDING OF THE COMPANY'S CONFLICT OF INTEREST POLICY. THE

AFFIRMATION SPECIFICALLY REFERENCES THAT THE INDIVIDUAL WILL COMPLY WITH

THE DIRECTIVES OF THE CONFLICT OF INTEREST POLICY. OFFICERS, DIRECTORS AND

KEY EMPLOYEES ARE ALSO REQUIRED TO COMPLETE AN ANNUAL FORM 990 RELATIONSHIP

DISCLOSURE DOCUMENT TO IDENTIFY ANY POTENTIAL CONFLICTS OF INTEREST.

FINALLY, THE COMPANY'S VENDOR PROCUREMENT PROCESS INCLUDES QUESTIONS OF

BUSINESS UNIT CONTRACT OWNERS TO DETERMINE IF ANY CONFLICTS OF INTEREST MAY

EXIST. MONITORING AND ENFORCEMENT OF THE POLICY ARE ACCOMPLISHED THROUGH

THE POLICY REAFFIRMATION PROCESS, AFFIRMATIVE DISCLOSURE REQUESTS AND THE

POLICY REQUIREMENT THAT ALL CONFLICTS OF INTEREST BE REPORTED.

IN CASES WHERE A POTENTIAL CONFLICT EXISTS AT THE OFFICER AND KEY EMPLOYEE

LEVELS, THE ISSUE IS DISCLOSED TO THE INDIVIDUAL'S SUPERVISOR, GENERAL

COUNSEL AND/OR VICE PRESIDENT, DEPUTY GENERAL COUNSEL. FOR POTENTIAL

CONFLICTS INVOLVING DIRECTORS, THE DISCLOSURE IS MADE TO THE BOARD CHAIR.

THE DIRECTOR WILL BE REQUIRED TO EXCUSE THEMSELVES FROM DELIBERATION AND

VOTING ON MATTERS FOR WHICH THEY MAY HAVE A CONFLICT OF INTEREST.

FORM 990, PART VI, SECTION B, LINE 15:

LINES 15A & 15B:

AS NOTED IN PART VII OF FORM 990 AND SCHEDULE J, PART II, THE ONLY

EXECUTIVE OFFICER COMPENSATED BY ECMC FOUNDATION WAS THE PRESIDENT, PETER

Name of the organization ECMC FOUNDATION	Employer identification number 41-1990628
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J. TAYLOR. ALL OTHER EXECUTIVE OFFICERS' COMPENSATION WAS PAID BY RELATED ORGANIZATIONS.

THE GOVERNANCE & COMPENSATION COMMITTEE OF THE ECMC GROUP, INC. BOARD OF DIRECTORS IS WHOLLY COMPRISED OF INDEPENDENT, OUTSIDE DIRECTORS. IN 2022, THE COMMITTEE RETAINED EXECUTIVE COMPENSATION EXPERTS FROM GRANT THORNTON AND AON, GLOBAL COMPENSATION CONSULTING ORGANIZATIONS, THROUGH ARNOLD & PORTER KAYE SCHOLER LLP TO IDENTIFY APPROPRIATE CEO AND SENIOR EXECUTIVE COMPENSATION PACKAGES. ARNOLD & PORTER KAYE SCHOLER LLP PROVIDED AN OPINION ON THE REASONABLENESS OF THIS COMPENSATION. THE MARKET ANALYSIS PERFORMED BY GRANT THORNTON AND AON FOR ARNOLD & PORTER KAYE SCHOLER LLP INCLUDES SALARY AND INCENTIVE DATA FROM AN APPROPRIATE PEER GROUP UNDER IRS REGULATIONS AND INCLUDES ONLY NONPROFIT ENTITIES FOR THE ECMC FOUNDATION PRESIDENT.

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

THE FORM 990 IS MADE AVAILABLE TO THE PUBLIC ON ECMC FOUNDATION'S WEBSITE DOCUMENTS ARE MADE AVAILABLE TO THE PUBLIC AS REQUIRED BY LAW.

FORM 990, PART VI, SECTION B, LINE 13:

THE ECMC GROUP, INC. WHISTLEBLOWER POLICY REQUIRES DIRECTORS, OFFICERS AND EMPLOYEES TO OBSERVE HIGH STANDARDS OF BUSINESS AND PERSONAL ETHICS IN THE CONDUCT OF THEIR DUTIES AND RESPONSIBILITIES. EMPLOYEES AND REPRESENTATIVES OF THE CORPORATION ARE DIRECTED TO PRACTICE HONESTY AND INTEGRITY IN FULFILLING THEIR RESPONSIBILITIES AND COMPLY WITH ALL APPLICABLE LAWS AND REGULATIONS. THE POLICY REQUIRES REPORTING OF POTENTIAL ILLEGAL PRACTICES OR VIOLATIONS OF CORPORATE POLICIES, AND PROHIBITS RETALIATION FOR GOOD FAITH REPORTING OF SUSPECTED VIOLATIONS

Name of the organization ECMC FOUNDATION	Employer identification number 41-1990628
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UNDER THE POLICY.

IN ADDITION, ECMC GROUP, INC. HAS A CODE OF ETHICS AND BUSINESS CONDUCT POLICY THAT IS AFFIRMED ANNUALLY BY ALL ECMC GROUP, INC. AND AFFILIATED COMPANIES' OFFICERS AND EMPLOYEES. THERE IS A PROVISION INCORPORATED INTO THE CODE OF ETHICS AND BUSINESS CONDUCT POLICY THAT STATES THERE CAN BE NO RETALIATION AGAINST ANYONE ACTING IN GOOD FAITH WHEN ASKING A QUESTION, REPORTING A CONCERN OR FOR PARTICIPATING IN AN INVESTIGATION.

ECMC GROUP, INC. HAS ESTABLISHED A TELEPHONE HOTLINE AND WEBSITE ADMINISTERED BY AN OUTSIDE VENDOR TO REPORT CONCERNS, WITH AN OPTION TO REPORT ANONYMOUSLY. THE HOTLINE AND WEBSITE ARE AVAILABLE AND ACCESSIBLE TO ECMC GROUP, INC. AND AFFILIATED COMPANIES' DIRECTORS, OFFICERS, EMPLOYEES AND VENDORS.

FORM 990, PART VII, SECTION A:

ECMC FOUNDATION DIRECTORS DO NOT RECEIVE COMPENSATION FOR THEIR SERVICE ASSOCIATED WITH ECMC FOUNDATION, BUT DO RECEIVE COMPENSATION FOR THEIR SERVICE PROVIDED TO RELATED ORGANIZATIONS--ECMC AND ECMC GROUP, INC.

WITH THE EXCEPTION OF THE PRESIDENT, PETER J. TAYLOR, THE EXECUTIVE OFFICERS OF ECMC FOUNDATION DO NOT RECEIVE COMPENSATION FOR THEIR SERVICE ASSOCIATED WITH ECMC FOUNDATION, BUT DO RECEIVE COMPENSATION FOR THEIR SERVICE PROVIDED TO RELATED ORGANIZATIONS--ECMC AND ECMC GROUP, INC.

JOHN F. DEPODESTA, ROBERTA COOPER RAMO AND I. KING JORDAN, FORMER DIRECTORS, HAD CONSULTING AGREEMENTS IN 2022.

Name of the organization ECMC FOUNDATION	Employer identification number 41-1990628
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FORM 990, PART X, LINE 12:

INVESTMENTS-OTHER SECURITIES OF \$1,552,264,845 ARE HELD IN THE ECMC GROUP, INC. APPORTIONED INVESTMENT POOL AND \$878,436 ARE INVESTED IN A FUND OUTSIDE OF THE APPORTIONED INVESTMENT POOL.

INVESTMENTS IN ECMC GROUP, INC. APPORTIONED INVESTMENT POOL REPRESENT AN OWNERSHIP INTEREST IN THE INVESTMENT POOL MANAGED BY ECMC GROUP, INC., NOT IN THE UNDERLYING ASSETS THEMSELVES. THE OWNERSHIP INTERESTS IN THIS POOL ARE NOT THEMSELVES PUBLICLY TRADED, NOR CAN THEY BE VALUED BASED ON DIRECT OR INDIRECT INPUTS AS DEFINED BY FINANCIAL ACCOUNTING STANDARDS BOARD ACCOUNTING STANDARDS CODIFICATION TOPIC 820. ECMC FOUNDATION'S INVESTMENTS CONSIST OF POOLED FUNDS INVESTED WITH ECMC GROUP, INC. THAT ARE GENERALLY REDEEMABLE UPON REQUEST. THE POOLED INVESTMENT IS, UNDER FAIR VALUE HIERARCHY, A LEVEL 2 INVESTMENT.

THE INVESTMENT STRATEGY OF ECMC FOUNDATION IS TO DIVERSIFY RISK AND PROVIDE A RETURN THAT SATISFIES THE SHORT- AND LONG-TERM OBJECTIVES.

THE APPORTIONED INVESTMENT POOL HAS UNFUNDED COMMITMENTS OF APPROXIMATELY \$483,873,000 IN ALTERNATIVE INVESTMENTS. ECMC FOUNDATION HAS NO UNFUNDED COMMITMENTS TO THE APPORTIONED INVESTMENT POOL AT DECEMBER 31, 2022.

FORM 990, PART XI, LINE 9, CHANGES IN NET ASSETS:

GRANTS AWARDED IN A PRIOR YEAR AND RETURNED OR REFUNDED IN 2022. THE AWARDS WERE CORRECTLY RECORDED IN PRIOR YEARS ON ECMC

FOUNDATION'S BOOKS.	259,833.
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TOTAL TO FORM 990, PART XI, LINE 9	259,833.
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**SCHEDULE R  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Related Organizations and Unrelated Partnerships**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.  
Attach to Form 990.

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

OMB No. 1545-0047

**2022**

**Open to Public  
Inspection**

Name of the organization <p align="center">ECMC FOUNDATION</p>	Employer identification number <p align="center">41-1990628</p>
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**Part I Identification of Disregarded Entities.** Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity

**Part II Identification of Related Tax-Exempt Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
EDUCATIONAL CREDIT MANAGEMENT CORP - 41-1778617, 111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401	GUARANTOR	MINNESOTA	501(C)(3)	LINE 10	ECMC GROUP, INC		X
ECMC GROUP, INC. - 41-1991995 111 WASHINGTON AVE SO, STE 1400 MINNEAPOLIS, MN 55401	EDUCATION FINANCE	DELAWARE	501(C)(3)	LINE 12B TYPE II	N/A		X
ECMC EDUCATION, INC. - 47-2237488 111 WASHINGTON AVE SO, STE 1400 MINNEAPOLIS, MN 55401	CAREER COLLEGES	DELAWARE	501(C)(3)	LINE 2	ECMC GROUP, INC		X
ECMC REVENUE MANAGEMENT CORPORATION - 83-1761663, 111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401	STUDENT LOAN DEFAULT RESOLUTION	DELAWARE	501(C)(3)	LINE 10	EDUCATIONAL CREDIT MANAGEMENT CORPORATION		X

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

Schedule R (Form 990) 2022



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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
1 NORTH CHINA A EQUITY FUND LLC - 84-4524632, 1 N WACKER DR, CHICAGO, IL 60606	INVESTMENTS	DE	N/A	EXCLUDED				X	N/A		X	
ATX A-TEAM THE GUILD LP - 84-3490066, 500 W SECOND ST, STE 1900 163, AUSTIN, TX 78701	INVESTMENTS	TX	N/A	EXCLUDED				X	N/A		X	
AUBREY GEMS PARTNERS, LP - 36-5009933, 800 THIRD AVE, 28TH FL, NEW YORK, NY 10022	INVESTMENTS	NY	N/A	EXCLUDED				X	N/A		X	
BST 052, A SERIES OF SAX CAP FUND III LP - 85-3876811, PO BOX 3217, SEATTLE, WA 98114	INVESTMENTS	DE	N/A	EXCLUDED				X	N/A		X	

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
OAKDALE INVESTMENT MANAGEMENT CORP - 35-2085743, 111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401	HOLDING INVESTMENTS	DE	N/A	C CORP	N/A	N/A	N/A		X
ECMC HOLDINGS CORPORATION - 41-1991992 111 WASHINGTON AVE SO, STE 1400 MINNEAPOLIS, MN 55401	STRATEGIC OVERSIGHT	DE	N/A	C CORP	N/A	N/A	N/A		X
EDUCATIONAL CREDIT SERVICES COMPANY - 41-1992001, 111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401	PRIVATE LOANS	DE	N/A	C CORP	N/A	N/A	N/A		X
ECMC RECORDS & REC MGMT CORPORATION - 41-1989959, 111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401	DOCUMENT MANAGEMENT	DE	N/A	C CORP	N/A	N/A	N/A		X
ECMC MANAGEMENT SERVICES CORPORATION - 41-1989960, 111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401	MANAGEMENT SERVICES	DE	N/A	C CORP	N/A	N/A	N/A		X



**Part III** Continuation of Identification of Related Organizations Taxable as a Partnership

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportion- ate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
CHLOE CAPITAL FUND I, LP - 84-4269068, 700 CASCADILLA ST, STE 201, ITHACA, NY 14850	INVESTMENTS	DE	N/A	EXCLUDED				X	N/A		X	
COMMONFUND CAP SECONDARIES OPP FUND - 84-2082338, 15 OLD DANBURY RD, WILTON, CT 06897	INVESTMENTS	DE	N/A	EXCLUDED				X	N/A		X	
CRP VF IV GP, LP - 86-3644095 7600 N CAP OF TX HWY, BLDG B, AUSTIN, TX 78731	INVESTMENTS	DE	N/A	EXCLUDED				X	N/A		X	
ECMC-UV CO-INVESTMENT FUND, LP - 81-3873029, 104 W 40TH ST, STE 1600, NEW YORK, NY 10018	INVESTMENTS	DE	N/A	EXCLUDED				X	N/A		X	
ELEMENTS HEALTH VENTURES II LLC - 86-2638962, 623 5TH AVE, 14TH FL, NEW YORK, NY 10022	INVESTMENTS	DE	N/A	EXCLUDED				X	N/A		X	
FUND D-2, RIOT VENTURES OPPORTUNITY FUND - 92-0652495, 1632 ABBOT KINNEY BLVD, VENICE, CA 90291	INVESTMENTS	DE	N/A	EXCLUDED				X	N/A		X	
GEM MINING 4 LLC - 87-1562792 550 S MAIN ST, STE 310 GREENVILLE, SC 29601	INVESTMENTS	DE	N/A	EXCLUDED				X	N/A		X	
ONRAMP EDUC & WORKFORCE INNOV FUND - 84-3999115, 821 E WASHINGTON AVE, STE 200-G, MADISON, WI 53703	INVESTMENTS	DE	N/A	EXCLUDED				X	N/A		X	
PC-1 DEVELOPERS LLC - 83-1603672, 3600 MAYBERRY DR, RENO, NV 89509	INVESTMENTS	NV	N/A	EXCLUDED				X	N/A		X	

**Part III** Continuation of Identification of Related Organizations Taxable as a Partnership

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportion- ate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
R7 FAMILY FUND, LP - 85-1019413, 100 S WACKER DR, STE 1675, CHICAGO, IL 60606	INVESTMENTS	DE	N/A	EXCLUDED				X	N/A		X	
RI FUND I, A SERIES OF BOOST VC SPV, LP - 87-4641779, PO BOX 3217, SEATTLE, WA 98114	INVESTMENTS	CAYMAN ISLANDS	N/A	EXCLUDED				X	N/A		X	
SUPERIOR SOLUTIONS I, LP - 88-2485015, 111 WASHINGTON AVE S, STE 1400, MINNEAPOLIS, MN 55401	INVESTMENTS	DE	N/A	EXCLUDED				X	N/A		X	
TABOR MILLENNIAL FUND, LP - 88-0598843, 11 E 44TH ST, STE 705, NEW YORK, NY 10017	INVESTMENTS	DE	N/A	EXCLUDED				X	N/A		X	
TABOR OFFSHORE OPPORTUNITIES, LTD, 11 E 44TH ST STE 705, NEW YORK, NY 10017	INVESTMENTS	CAYMAN ISLANDS	N/A	EXCLUDED				X	N/A		X	
UNLESS VENTURES LP - 87-4222103, 1023 WALNUT ST, STE 100, BOULDER, CO 80302	INVESTMENTS	DE	N/A	EXCLUDED				X	N/A		X	
UP FUND I, A SERIES OF BOOST VC SPV, LP - 85-1519551, PO BOX 3217, SEATTLE, WA 98114	INVESTMENTS	DE	N/A	EXCLUDED				X	N/A		X	
WY FUND I, A SERIES OF BOOST VC SPV, LP - 85-1519506, PO BOX 3217, SEATTLE, WA 98114	INVESTMENTS	DE	N/A	EXCLUDED				X	N/A		X	
GENGLOBAL CRYSTAL LLC - 88-2663560, 1302 PACIFC AVE, SAN FRANCISCO, CA 94109	INVESTMENTS	DE	N/A	EXCLUDED				X	N/A		X	





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

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

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

- a** Receipt of **(i)** interest, **(ii)** annuities, **(iii)** royalties, or **(iv)** rent from a controlled entity .....
- b** Gift, grant, or capital contribution to related organization(s) .....
- c** Gift, grant, or capital contribution from related organization(s) .....
- d** Loans or loan guarantees to or for related organization(s) .....
- e** Loans or loan guarantees by related organization(s) .....
- f** Dividends from related organization(s) .....
- g** Sale of assets to related organization(s) .....
- h** Purchase of assets from related organization(s) .....
- i** Exchange of assets with related organization(s) .....
- j** Lease of facilities, equipment, or other assets to related organization(s) .....
- k** Lease of facilities, equipment, or other assets from related organization(s) .....
- l** Performance of services or membership or fundraising solicitations for related organization(s) .....
- m** Performance of services or membership or fundraising solicitations by related organization(s) .....
- n** Sharing of facilities, equipment, mailing lists, or other assets with related organization(s) .....
- o** Sharing of paid employees with related organization(s) .....
- p** Reimbursement paid to related organization(s) for expenses .....
- q** Reimbursement paid by related organization(s) for expenses .....
- r** Other transfer of cash or property to related organization(s) .....
- s** Other transfer of cash or property from related organization(s) .....

	Yes	No
<b>1a</b>		X
<b>1b</b>	X	
<b>1c</b>	X	
<b>1d</b>		X
<b>1e</b>		X
<b>1f</b>		X
<b>1g</b>		X
<b>1h</b>		X
<b>1i</b>		X
<b>1j</b>		X
<b>1k</b>		X
<b>1l</b>		X
<b>1m</b>		X
<b>1n</b>	X	
<b>1o</b>	X	
<b>1p</b>		X
<b>1q</b>	X	
<b>1r</b>		X
<b>1s</b>		X

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

	(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
<b>(1)</b>				
<b>(2)</b>				
<b>(3)</b>				
<b>(4)</b>				
<b>(5)</b>				
<b>(6)</b>				



**Part VII Supplemental Information**

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

SCH R, PART I - DISREGARDED ENTITIES OF RELATED ORGANIZATIONS

1(A)-NAME: OAKDALE STUDENT LOAN FUNDING, LLC (27-1914648), 111

WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401.

1(B)-PRIMARY ACTIVITY: HOLDING FFELP LOANS

1(C)-LEGAL DOMICILE: DE

1(F)-DIRECT CONTROLLING ENTITY: ECMC GROUP, INC.

2(A)-NAME: ECMC SHARED SERVICES COMPANY, LLC (81-0690960), 111

WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401.

2(B)-PRIMARY ACTIVITY: SUPPORT SERVICES FUNCTIONS

2(C)-LEGAL DOMICILE: DE

2(F)-DIRECT CONTROLLING ENTITY: ECMC GROUP, INC.

3(A)-NAME: PATRIOT STUDENT LOAN CAPITAL, LLC (81-3501777), 111

WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401.

3(B)-PRIMARY ACTIVITY: TRUST STUDENT LOANS

3(C)-LEGAL DOMICILE: DE

3(F)-DIRECT CONTROLLING ENTITY: ECMC GROUP, INC.

4(A)-NAME: SUPERIOR SOLUTIONS I GP, LLC (88-2460810), 111 WASHINGTON

AVE SO, STE 1400, MINNEAPOLIS, MN 55401.

4(B)-PRIMARY ACTIVITY. INVESTMENTS.

4(C)-LEGAL DOMICILE. DE.

4(F)-DIRECT CONTROLLING ENTITY. ECMC GROUP, INC.

SCHEDULE R, PART V - TRANSACTIONS WITH RELATED ORGANIZATIONS:

LINE 1B - GIFT, GRANT, OR CAPITAL CONTRIBUTION TO RELATED

ORGANIZATION(S):

\$2,150,000 GRANTS AWARDED BY ECMC FOUNDATION TO EDUCATIONAL CREDIT

MANAGEMENT CORPORATION FOR COLLEGE SUCCESS INITIATIVES.

**Part VII Supplemental Information**

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

LINE 1B - GIFT, GRANT, OR CAPITAL CONTRIBUTION TO RELATED

ORGANIZATION(S):

\$500,000 GRANTS AWARDED TO ECMC GROUP, INC. FOR CAREER READINESS INITIATIVES.

LINE 1C - GIFT, GRANT, OR CAPITAL CONTRIBUTION FROM RELATED

ORGANIZATION(S):

\$450,000,000 NONCASH CONTRIBUTION FROM ECMC GROUP, INC. TO INCREASE ECMC FOUNDATION'S FRACTIONAL OWNERSHIP INTEREST IN THE ECMC GROUP, INC. APPORTIONED INVESTMENT POOL IN ORDER TO PROVIDE ADDITIONAL FUNDING FOR PROGRAMS WHICH SUPPORT ECMC FOUNDATION'S MISSION TO IMPROVE HIGHER EDUCATION AND CAREER SUCCESS AMONG UNDESERVED POPULATIONS THROUGH EVIDENCE-BASED INNOVATION. \$51,572,000 CASH CONTRIBUTION FROM ECMC GROUP, INC.

LINE 1N - SHARING OF FACILITIES, EQUIPMENT, MAILING LISTS, OR OTHER

ASSETS WITH RELATED ORGANIZATION(S):

\$528,399 ALLOCATED EXPENSES FOR FACILITIES, EQUIPMENT, MAILING LISTS, OR OTHER ASSETS SHARED WITH ECMC GROUP, INC.

LINE 10 - SHARING OF PAID EMPLOYEES WITH RELATED ORGANIZATION(S):

\$1,851,777 ALLOCATED EXPENSES FOR PAID EMPLOYEES SHARED WITH ECMC GROUP, INC.

LINE 10 - SHARING OF PAID EMPLOYEES WITH RELATED ORGANIZATION(S):

\$722,283 ALLOCATED EXPENSES FOR PAID EMPLOYEES SHARED WITH ECMC SHARED SERVICES COMPANY, LLC. A WHOLLY OWNED SUBSIDIARY OF ECMC GROUP, INC., A RELATED ORGANIZATION.



**Part VII Supplemental Information**

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

LINE 1Q - REIMBURSEMENT PAID BY RELATED ORGANIZATION(S) FOR EXPENSES:

\$124,601 PAID BY ECMC GROUP, INC. FOR EXPENSES.