

Form **990**  
Department of the Treasury  
Internal Revenue Service

**Return of Organization Exempt From Income Tax**  
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

**u** Do not enter social security numbers on this form as it may be made public.  
**u** Information about Form 990 and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2014**

**Open to Public  
Inspection**

**A For the 2014 calendar year, or tax year beginning , and ending**

**B** Check if applicable:

- ☐ Address change  
☐ Name change  
☐ Initial return  
☐ Final return/  
terminated  
☐ Amended return  
☐ Application pending

**C** Name of organization

**CENTER FOR NONPROFIT EXCELLENCE**

Doing business as

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

**P.O. BOX 5652**

Room/suite

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

**CHARLOTTESVILLE**

**VA 22905**

**D** Employer identification number

**20-3412827**

**E** Telephone number

**434-244-3330**

**G** Gross receipts \$

**399,407**

**F** Name and address of principal officer:

**CRISTINE NARDI**

**C/O CNE**

**CHARLOTTESVILLE**

**VA 22905**

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

**H(b)** Are all subordinates included? ☐ Yes ☐ No

If "No," attach a list. (see instructions)

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

**J** Website: **u** **THECNE.ORG**

**H(c)** Group exemption number **u**

**K** Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other **u**

**L** Year of formation: **2005**

**M** State of legal domicile: **VA**

**Part I Summary**

|                             |                                                                                                                                           |                                                                                    |                                                                      |                |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|----------------------------------------------------------------------|----------------|
| Activities & Governance     | 1 Briefly describe the organization's mission or most significant activities:<br><b>SEE SCHEDULE O</b>                                    |                                                                                    |                                                                      |                |
|                             | 2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets. |                                                                                    |                                                                      |                |
|                             | 3                                                                                                                                         | Number of voting members of the governing body (Part VI, line 1a)                  |                                                                      |                |
|                             | 4                                                                                                                                         | Number of independent voting members of the governing body (Part VI, line 1b)      |                                                                      |                |
|                             | 5                                                                                                                                         | Total number of individuals employed in calendar year 2014 (Part V, line 2a)       |                                                                      |                |
|                             | 6                                                                                                                                         | Total number of volunteers (estimate if necessary)                                 |                                                                      |                |
|                             | Revenue                                                                                                                                   | 7a                                                                                 | Total unrelated business revenue from Part VIII, column (C), line 12 | <b>0</b>       |
| 7b                          |                                                                                                                                           | Net unrelated business taxable income from Form 990-T, line 34                     | <b>0</b>                                                             |                |
|                             |                                                                                                                                           | Prior Year                                                                         | Current Year                                                         |                |
| 8                           |                                                                                                                                           | Contributions and grants (Part VIII, line 1h)                                      | <b>407,494</b>                                                       | <b>321,501</b> |
| 9                           |                                                                                                                                           | Program service revenue (Part VIII, line 2g)                                       | <b>107,055</b>                                                       | <b>77,115</b>  |
| 10                          |                                                                                                                                           | Investment income (Part VIII, column (A), lines 3, 4, and 7d)                      | <b>965</b>                                                           | <b>791</b>     |
| 11                          |                                                                                                                                           | Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)           |                                                                      | <b>0</b>       |
| 12                          |                                                                                                                                           | Total revenue – add lines 8 through 11 (must equal Part VIII, column (A), line 12) | <b>515,514</b>                                                       | <b>399,407</b> |
| Expenses                    |                                                                                                                                           | 13                                                                                 | Grants and similar amounts paid (Part IX, column (A), lines 1–3)     | <b>0</b>       |
|                             |                                                                                                                                           | 14                                                                                 | Benefits paid to or for members (Part IX, column (A), line 4)        | <b>0</b>       |
|                             | 15                                                                                                                                        | Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)  | <b>314,424</b>                                                       | <b>346,575</b> |
|                             | 16a                                                                                                                                       | Professional fundraising fees (Part IX, column (A), line 11e)                      |                                                                      | <b>0</b>       |
|                             | b                                                                                                                                         | Total fundraising expenses (Part IX, column (D), line 25) <b>u</b>                 | <b>21,280</b>                                                        |                |
|                             | 17                                                                                                                                        | Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)                       | <b>181,264</b>                                                       | <b>152,307</b> |
|                             | 18                                                                                                                                        | Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)          | <b>495,688</b>                                                       | <b>498,882</b> |
|                             | 19                                                                                                                                        | Revenue less expenses. Subtract line 18 from line 12                               | <b>19,826</b>                                                        | <b>-99,475</b> |
| Net Assets or Fund Balances | 20                                                                                                                                        | Total assets (Part X, line 16)                                                     | Beginning of Current Year                                            | End of Year    |
|                             | 21                                                                                                                                        | Total liabilities (Part X, line 26)                                                | <b>357,714</b>                                                       | <b>250,299</b> |
|                             | 22                                                                                                                                        | Net assets or fund balances. Subtract line 21 from line 20                         | <b>17,890</b>                                                        | <b>9,950</b>   |
|                             |                                                                                                                                           | <b>339,824</b>                                                                     | <b>240,349</b>                                                       |                |

**Part II Signature Block**

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

|                        |                                                    |                      |                 |                                                 |                  |
|------------------------|----------------------------------------------------|----------------------|-----------------|-------------------------------------------------|------------------|
| Sign Here              | Signature of officer                               | Date                 |                 |                                                 |                  |
|                        | <b>JOE RAICHEL</b><br>Type or print name and title | <b>BOARD CHAIR</b>   |                 |                                                 |                  |
| Paid Preparer Use Only | Print/Type preparer's name                         | Preparer's signature | Date            | Check <input type="checkbox"/> if self-employed | PTIN             |
|                        | <b>STACIE H. REID</b>                              |                      | <b>08/12/15</b> |                                                 | <b>P00291275</b> |
|                        | Firm's name                                        | Firm's EIN           |                 |                                                 |                  |
|                        | <b>MCCALLUM &amp; KUDRAVETZ, PC</b>                | <b>54-1186825</b>    |                 |                                                 |                  |
|                        | <b>250 E HIGH ST</b>                               |                      |                 |                                                 |                  |
|                        | <b>CHARLOTTESVILLE, VA 22902-5178</b>              |                      |                 |                                                 |                  |
|                        | Firm's address                                     | Phone no.            |                 |                                                 |                  |
|                        |                                                    | <b>434-293-8191</b>  |                 |                                                 |                  |

May the IRS discuss this return with the preparer shown above? (see instructions) ☐ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

Form **990** (2014)

DAA

**Part III Statement of Program Service Accomplishments**

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

**1** Briefly describe the organization's mission:**SEE SCHEDULE O****2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?☒ Yes ☐ No

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

**3** Did the organization cease conducting, or make significant changes in how it conducts, any program services?☐ Yes ☒ No

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

**4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.**4a** (Code: ) (Expenses \$ **52,934** including grants of \$ ) (Revenue \$ **88,045** )

**EACH YEAR, CNE HOSTS A PHILANTHROPY DAY LUNCHEON TO EDUCATE, ENGAGE AND INSPIRE OUR COMMUNITY TO RECOGNIZE THE TREMENDOUS IMPACT PHILANTHROPY OF ALL SHAPES AND SIZES HAS ON OUR COMMUNITY. PHILANTHROPISTS AND BUSINESS, NONPROFIT, AND COMMUNITY LEADERS COME TOGETHER EACH YEAR TO CELEBRATE THIS TRANSFORMATIVE IMPACT AND TO LEARN NEW STRATEGIES FOR SOCIAL INNOVATION AND EFFECTIVE PHILANTHROPY. MORE THAN 400 COMMUNITY MEMBERS ATTEND TO LISTEN TO A KEYNOTE ADDRESS GIVEN BY A PARTICULARLY INSPIRING LEADER IN THE NONPROFIT SECTOR. LAST YEAR, THE THEME OF THE EVENT WAS SOCIAL INNOVATION. BILL STRICKLAND, MACARTHUR GENIUS AWARD WINNER AND FOUNDER OF MANCHESTER BIDWELL CORPORATION GAVE THE KEYNOTE ADDRESS AT THE LUNCHEON. IN ADDITION TO HIS INSPIRING ADDRESS, HE ALSO PARTICIPATED IN MORE SUBSTANTIVE**

**4b** (Code: ) (Expenses \$ **41,246** including grants of \$ ) (Revenue \$ **61,088** )

**CNE IS A MEMBERSHIP ORGANIZATION THAT EXISTS AND THRIVES BECAUSE IT PROVIDES A PORTFOLIO OF UNIQUE SERVICES TO THE NONPROFIT ORGANIZATIONS, CONSULTANTS, AND FOR-PROFIT BUSINESSES THAT JOIN. CNE MEMBER ORGANIZATIONS, INCLUDING ALL ASSOCIATED STAFF, BOARD MEMBERS AND VOLUNTEERS, RECEIVE DISCOUNTED RATES ON OUR BUILDING BLOCK TRAINING SERIES AND ADVANCED TRAININGS AND EXCLUSIVE ACCESS TO SPECIAL PROGRAMS, SUCH AS OUR:**

**"LEADERSHIP DEVELOPMENT PROGRAM: CIRCLES****"ON-DEMAND CONSULTING SERVICES****"BOARD & COLLABORATION CONSULTS****"FREE ACCESS TO OUR CONFERENCE ROOM, MEDIA GUIDE, AND CHECK OUT PRIVILEGES****4c** (Code: ) (Expenses \$ **39,130** including grants of \$ ) (Revenue \$ **26,919** )

**THE BOARD ACADEMY, ONE OF CENTER FOR NONPROFIT EXCELLENCE'S SIGNATURE PROGRAMS, PROVIDES BOTH EXPERIENCED AND NEW BOARD MEMBERS WITH THE NECESSARY KNOWLEDGE, SKILLS, AND TOOLS TO BETTER STEWARD NONPROFIT ORGANIZATIONS VIA EFFECTIVE BOARD SERVICE. TO DATE, THE BOARD ACADEMY HAS TRAINED 117 PARTICIPANTS, MANY OF WHOM ARE NOW SERVING ON NONPROFIT BOARDS ACROSS THE REGION. THE 2014 ACADEMY, OUR FIFTH CLASS, HAD THE MOST APPLICANTS EVER AND 30 QUALIFIED PARTICIPANTS WERE CHOSEN FROM THE COMPETITIVE POOL.**

**THE CHALLENGES THAT NONPROFITS COLLECTIVELY FACE CONTINUE TO EVOLVE AND CHANGE AND SO MUST THE LEADERSHIP TO MEET THOSE CHALLENGES. THEREFORE IT IS IMPERATIVE THAT WE TAKE SERIOUSLY THE NEED TO NOT ONLY WIDEN THE PATH TO**

**4d** Other program services (Describe in Schedule O.)(Expenses \$ **304,955** including grants of \$ ) (Revenue \$ )**4e** Total program service expenses **438,265**

**Part IV Checklist of Required Schedules**

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

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

|                                                                                                                                                                                                                                                                                                                     | Yes        | No       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|----------|
| <b>21</b> Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II                                                                                             | <b>21</b>  | <b>X</b> |
| <b>22</b> Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III                                                                                                                 | <b>22</b>  | <b>X</b> |
| <b>23</b> Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete Schedule J                                                      | <b>23</b>  | <b>X</b> |
| <b>24a</b> Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a                           | <b>24a</b> | <b>X</b> |
| <b>b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?                                                                                                                                                                                                          | <b>24b</b> |          |
| <b>c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?                                                                                                                                                                 | <b>24c</b> |          |
| <b>d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?                                                                                                                                                                                                    | <b>24d</b> |          |
| <b>25a</b> <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I                                                                                        | <b>25a</b> | <b>X</b> |
| <b>b</b> Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I                                        | <b>25b</b> | <b>X</b> |
| <b>26</b> Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? If "Yes," complete Schedule L, Part II                                 | <b>26</b>  | <b>X</b> |
| <b>27</b> Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part III | <b>27</b>  | <b>X</b> |
| <b>28</b> Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):                                                                                                             |            |          |
| <b>a</b> A current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV                                                                                                                                                                                                    | <b>28a</b> | <b>X</b> |
| <b>b</b> A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV                                                                                                                                                                                 | <b>28b</b> | <b>X</b> |
| <b>c</b> An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? If "Yes," complete Schedule L, Part IV                                                                                     | <b>28c</b> | <b>X</b> |
| <b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M                                                                                                                                                                                                  | <b>29</b>  | <b>X</b> |
| <b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M                                                                                                                                  | <b>30</b>  | <b>X</b> |
| <b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I                                                                                                                                                                                        | <b>31</b>  | <b>X</b> |
| <b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II                                                                                                                                                                      | <b>32</b>  | <b>X</b> |
| <b>33</b> Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I                                                                                                                      | <b>33</b>  | <b>X</b> |
| <b>34</b> Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Parts II, III, or IV, and Part V, line 1                                                                                                                                                                 | <b>34</b>  | <b>X</b> |
| <b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)?                                                                                                                                                                                                                  | <b>35a</b> | <b>X</b> |
| <b>b</b> If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2                                                                                          | <b>35b</b> |          |
| <b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2                                                                                                                           | <b>36</b>  | <b>X</b> |
| <b>37</b> Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI                                                                             | <b>37</b>  | <b>X</b> |
| <b>38</b> Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O                                                                                                                       | <b>38</b>  | <b>X</b> |

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

|                                                                                                                                                                                                                                                      |                    | Yes      | No       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|----------|----------|
| <b>1a</b> Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable                                                                                                                                                               | <b>1a</b> <b>6</b> |          |          |
| <b>b</b> Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable                                                                                                                                                             | <b>1b</b> <b>0</b> |          |          |
| <b>c</b> Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?                                                                                    | <b>1c</b>          |          |          |
| <b>2a</b> Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return                                                              | <b>2a</b> <b>7</b> |          |          |
| <b>b</b> If at least one is reported on line 2a, did the organization file all required federal employment tax returns?<br><b>Note.</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)          | <b>2b</b>          | <b>X</b> |          |
| <b>3a</b> Did the organization have unrelated business gross income of \$1,000 or more during the year?                                                                                                                                              | <b>3a</b>          |          | <b>X</b> |
| <b>b</b> If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O                                                                                                                                 | <b>3b</b>          |          |          |
| <b>4a</b> At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? | <b>4a</b>          |          | <b>X</b> |
| <b>b</b> If "Yes," enter the name of the foreign country: <b>u</b><br>See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).                                                            |                    |          |          |
| <b>5a</b> Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?                                                                                                                                      | <b>5a</b>          |          | <b>X</b> |
| <b>b</b> Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?                                                                                                                            | <b>5b</b>          |          | <b>X</b> |
| <b>c</b> If "Yes" to line 5a or 5b, did the organization file Form 8886-T?                                                                                                                                                                           | <b>5c</b>          |          |          |
| <b>6a</b> Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?                                    | <b>6a</b>          |          | <b>X</b> |
| <b>b</b> If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?                                                                                               | <b>6b</b>          |          |          |
| <b>7 Organizations that may receive deductible contributions under section 170(c).</b>                                                                                                                                                               |                    |          |          |
| <b>a</b> Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?                                                                                             | <b>7a</b>          | <b>X</b> |          |
| <b>b</b> If "Yes," did the organization notify the donor of the value of the goods or services provided?                                                                                                                                             | <b>7b</b>          | <b>X</b> |          |
| <b>c</b> Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?                                                                                                        | <b>7c</b>          |          | <b>X</b> |
| <b>d</b> If "Yes," indicate the number of Forms 8282 filed during the year                                                                                                                                                                           | <b>7d</b>          |          |          |
| <b>e</b> Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?                                                                                                                             | <b>7e</b>          |          | <b>X</b> |
| <b>f</b> Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?                                                                                                                                | <b>7f</b>          |          | <b>X</b> |
| <b>g</b> If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?                                                                                                            | <b>7g</b>          |          | <b>X</b> |
| <b>h</b> If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?                                                                                                          | <b>7h</b>          |          | <b>X</b> |
| <b>8 Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?                                                     | <b>8</b>           |          |          |
| <b>9 Sponsoring organizations maintaining donor advised funds.</b>                                                                                                                                                                                   |                    |          |          |
| <b>a</b> Did the sponsoring organization make any taxable distributions under section 4966?                                                                                                                                                          | <b>9a</b>          |          |          |
| <b>b</b> Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?                                                                                                                                           | <b>9b</b>          |          |          |
| <b>10 Section 501(c)(7) organizations.</b> Enter:                                                                                                                                                                                                    |                    |          |          |
| <b>a</b> Initiation fees and capital contributions included on Part VIII, line 12                                                                                                                                                                    | <b>10a</b>         |          |          |
| <b>b</b> Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities                                                                                                                                                 | <b>10b</b>         |          |          |
| <b>11 Section 501(c)(12) organizations.</b> Enter:                                                                                                                                                                                                   |                    |          |          |
| <b>a</b> Gross income from members or shareholders                                                                                                                                                                                                   | <b>11a</b>         |          |          |
| <b>b</b> Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)                                                                                                                | <b>11b</b>         |          |          |
| <b>12a Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?                                                                                                                                | <b>12a</b>         |          |          |
| <b>b</b> If "Yes," enter the amount of tax-exempt interest received or accrued during the year                                                                                                                                                       | <b>12b</b>         |          |          |
| <b>13 Section 501(c)(29) qualified nonprofit health insurance issuers.</b>                                                                                                                                                                           |                    |          |          |
| <b>a</b> Is the organization licensed to issue qualified health plans in more than one state?<br><b>Note.</b> See the instructions for additional information the organization must report on Schedule O.                                            | <b>13a</b>         |          |          |
| <b>b</b> Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans                                                                                   | <b>13b</b>         |          |          |
| <b>c</b> Enter the amount of reserves on hand                                                                                                                                                                                                        | <b>13c</b>         |          |          |
| <b>14a</b> Did the organization receive any payments for indoor tanning services during the tax year?                                                                                                                                                | <b>14a</b>         |          | <b>X</b> |
| <b>b</b> If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O                                                                                                                                   | <b>14b</b>         |          |          |

**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 in Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI ☒

**Section A. Governing Body and Management**

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

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

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

**Section C. Disclosure**

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

**18** Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
☒ Own website ☒ Another's website ☒ Upon request ☐ Other (explain in Schedule O)

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

**20** State the name, address, and telephone number of the person who possesses the organization's books and records: **u**

**CRISTINE NARDI**  
**CHARLOTTESVILLE**

**1701-A ALLIED STREET**

**VA 22903**

**434-244-3330**

**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 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 and/or Box 7 of Form 1099-MISC) 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.
- List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

☒ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

| (A)<br>Name and Title  | (B)<br>Average hours per week (list any hours for related organizations below dotted line) | (C)<br>Position (do not check more than one box, unless person is both an officer and a director/trustee) |                       |         |              |                              |        | (D)<br>Reportable compensation from the organization (W-2/1099-MISC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC) | (F)<br>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) JOE RAICHEL        | 2.00                                                                                       |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| BOARD CHAIR            | 0.00                                                                                       | X                                                                                                         |                       | X       |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (2) KAKIE BROOKS       | 1.00                                                                                       |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| VICE-CHAIR             | 0.00                                                                                       | X                                                                                                         |                       | X       |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (3) TIM ROSE           | 1.00                                                                                       |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| TREASURER              | 0.00                                                                                       | X                                                                                                         |                       | X       |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (4) MARY LOOSE DEVINEY | 1.00                                                                                       |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| SECRETARY              | 0.00                                                                                       | X                                                                                                         |                       | X       |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (5) TRISH CLUFF        | 1.00                                                                                       |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| DIRECTOR               | 0.00                                                                                       | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (6) MARGE CONNELLY     | 1.00                                                                                       |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| DIRECTOR               | 0.00                                                                                       | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (7) JOHN DUMM          | 1.00                                                                                       |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| DIRECOTR               | 0.00                                                                                       | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (8) MIKE KIRKMAN       | 1.00                                                                                       |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| DIRECTOR               | 0.00                                                                                       | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (9) MILDRED ROBINSON   | 1.00                                                                                       |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| DIRECTOR               | 0.00                                                                                       | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (10) JAKE ZARNEGAR     | 1.00                                                                                       |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| DIRECTOR               | 0.00                                                                                       | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| (11)                   |                                                                                            |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |

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

| (A)<br>Name and title                                          | (B)<br>Average hours per week (list any hours for related organizations below dotted line) | (C)<br>Position (do not check more than one box, unless person is both an officer and a director/trustee) |                       |         |              |                              |        | (D)<br>Reportable compensation from the organization (W-2/1099-MISC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC) | (F)<br>Estimated amount of other compensation from the organization and related organizations |
|----------------------------------------------------------------|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------|---------|--------------|------------------------------|--------|----------------------------------------------------------------------|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
|                                                                |                                                                                            | Individual trustee or director                                                                            | Institutional trustee | Officer | Key employee | Highest compensated employee | Former |                                                                      |                                                                           |                                                                                               |
| (12)                                                           |                                                                                            |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| (13)                                                           |                                                                                            |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| (14)                                                           |                                                                                            |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| (15)                                                           |                                                                                            |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| (16)                                                           |                                                                                            |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| (17)                                                           |                                                                                            |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| (18)                                                           |                                                                                            |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| (19)                                                           |                                                                                            |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| <b>1b Sub-total</b>                                            |                                                                                            |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| <b>c Total from continuation sheets to Part VII, Section A</b> |                                                                                            |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
| <b>d Total (add lines 1b and 1c)</b>                           |                                                                                            |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |

**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 **u 0**

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

**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)<br>Name and business address | (B)<br>Description of services | (C)<br>Compensation |
|----------------------------------|--------------------------------|---------------------|
|                                  |                                |                     |
|                                  |                                |                     |
|                                  |                                |                     |
|                                  |                                |                     |
|                                  |                                |                     |

**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 **u 0**

**Part VIII Statement of Revenue**Check if Schedule O contains a response or note to any line in this Part VIII ☐

|                                                                                                                                                   |                                                                                                  |                                                                                                | (A)<br>Total revenue | (B)<br>Related or<br>exempt<br>function<br>revenue | (C)<br>Unrelated<br>business<br>revenue | (D)<br>Revenue<br>excluded from tax<br>under sections<br>512-514 |
|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|----------------------|----------------------------------------------------|-----------------------------------------|------------------------------------------------------------------|
| <b>Contributions, Gifts, Grants<br/>and Other Similar Amounts</b>                                                                                 | <b>1a</b> Federated campaigns .....                                                              | <b>1a</b>                                                                                      |                      |                                                    |                                         |                                                                  |
|                                                                                                                                                   | <b>b</b> Membership dues .....                                                                   | <b>1b</b>                                                                                      | <b>61,088</b>        |                                                    |                                         |                                                                  |
|                                                                                                                                                   | <b>c</b> Fundraising events .....                                                                | <b>1c</b>                                                                                      |                      |                                                    |                                         |                                                                  |
|                                                                                                                                                   | <b>d</b> Related organizations .....                                                             | <b>1d</b>                                                                                      |                      |                                                    |                                         |                                                                  |
|                                                                                                                                                   | <b>e</b> Government grants (contributions) .....                                                 | <b>1e</b>                                                                                      |                      |                                                    |                                         |                                                                  |
|                                                                                                                                                   | <b>f</b> All other contributions, gifts, grants,<br>and similar amounts not included above ..... | <b>1f</b>                                                                                      | <b>260,413</b>       |                                                    |                                         |                                                                  |
|                                                                                                                                                   | <b>g</b> Noncash contributions included in lines 1a-1f: \$ .....                                 |                                                                                                |                      |                                                    |                                         |                                                                  |
|                                                                                                                                                   | <b>h Total.</b> Add lines 1a-1f .....                                                            | <b>u</b>                                                                                       | <b>321,501</b>       |                                                    |                                         |                                                                  |
| <b>Program Service Revenue</b>                                                                                                                    | <b>2a</b> <b>PROGRAM SERVICE FEES</b> .....                                                      | Busn. Code                                                                                     | <b>66,126</b>        | <b>66,126</b>                                      |                                         |                                                                  |
|                                                                                                                                                   | <b>b</b> <b>PHILANTHROPY DAY</b> .....                                                           |                                                                                                | <b>9,447</b>         | <b>9,447</b>                                       |                                         |                                                                  |
|                                                                                                                                                   | <b>c</b> <b>MISCELLANEOUS</b> .....                                                              |                                                                                                | <b>1,542</b>         | <b>1,542</b>                                       |                                         |                                                                  |
|                                                                                                                                                   | <b>d</b> .....                                                                                   |                                                                                                |                      |                                                    |                                         |                                                                  |
|                                                                                                                                                   | <b>e</b> .....                                                                                   |                                                                                                |                      |                                                    |                                         |                                                                  |
|                                                                                                                                                   | <b>f</b> All other program service revenue .....                                                 |                                                                                                |                      |                                                    |                                         |                                                                  |
|                                                                                                                                                   | <b>g Total.</b> Add lines 2a-2f .....                                                            | <b>u</b>                                                                                       | <b>77,115</b>        |                                                    |                                         |                                                                  |
|                                                                                                                                                   | <b>Other Revenue</b>                                                                             | <b>3</b> Investment income (including dividends, interest,<br>and other similar amounts) ..... | <b>u</b>             | <b>791</b>                                         |                                         |                                                                  |
| <b>4</b> Income from investment of tax-exempt bond proceeds .....                                                                                 |                                                                                                  | <b>u</b>                                                                                       |                      |                                                    |                                         |                                                                  |
| <b>5</b> Royalties .....                                                                                                                          |                                                                                                  | <b>u</b>                                                                                       |                      |                                                    |                                         |                                                                  |
| <b>6a</b> Gross rents .....                                                                                                                       |                                                                                                  | (i) Real (ii) Personal                                                                         |                      |                                                    |                                         |                                                                  |
| <b>b</b> Less: rental exps. ....                                                                                                                  |                                                                                                  |                                                                                                |                      |                                                    |                                         |                                                                  |
| <b>c</b> Rental inc. or (loss) .....                                                                                                              |                                                                                                  |                                                                                                |                      |                                                    |                                         |                                                                  |
| <b>d</b> Net rental income or (loss) .....                                                                                                        |                                                                                                  | <b>u</b>                                                                                       |                      |                                                    |                                         |                                                                  |
| <b>7a</b> Gross amount from<br>sales of assets .....                                                                                              |                                                                                                  | (i) Securities (ii) Other                                                                      |                      |                                                    |                                         |                                                                  |
| other than inventory .....                                                                                                                        |                                                                                                  |                                                                                                |                      |                                                    |                                         |                                                                  |
| <b>b</b> Less: cost or other<br>basis & sales exps. ....                                                                                          |                                                                                                  |                                                                                                |                      |                                                    |                                         |                                                                  |
| <b>c</b> Gain or (loss) .....                                                                                                                     |                                                                                                  |                                                                                                |                      |                                                    |                                         |                                                                  |
| <b>d</b> Net gain or (loss) .....                                                                                                                 |                                                                                                  | <b>u</b>                                                                                       |                      |                                                    |                                         |                                                                  |
| <b>8a</b> Gross income from fundraising events<br>(not including \$ .....<br>of contributions reported on line 1c).<br>See Part IV, line 18 ..... |                                                                                                  | <b>a</b>                                                                                       |                      |                                                    |                                         |                                                                  |
| <b>b</b> Less: direct expenses .....                                                                                                              |                                                                                                  | <b>b</b>                                                                                       |                      |                                                    |                                         |                                                                  |
| <b>c</b> Net income or (loss) from fundraising events .....                                                                                       |                                                                                                  | <b>u</b>                                                                                       |                      |                                                    |                                         |                                                                  |
| <b>9a</b> Gross income from gaming activities.<br>See Part IV, line 19 .....                                                                      |                                                                                                  | <b>a</b>                                                                                       |                      |                                                    |                                         |                                                                  |
| <b>b</b> Less: direct expenses .....                                                                                                              |                                                                                                  | <b>b</b>                                                                                       |                      |                                                    |                                         |                                                                  |
| <b>c</b> Net income or (loss) from gaming activities .....                                                                                        |                                                                                                  | <b>u</b>                                                                                       |                      |                                                    |                                         |                                                                  |
| <b>10a</b> Gross sales of inventory, less<br>returns and allowances .....                                                                         |                                                                                                  | <b>a</b>                                                                                       |                      |                                                    |                                         |                                                                  |
| <b>b</b> Less: cost of goods sold .....                                                                                                           |                                                                                                  | <b>b</b>                                                                                       |                      |                                                    |                                         |                                                                  |
| <b>c</b> Net income or (loss) from sales of inventory .....                                                                                       | <b>u</b>                                                                                         |                                                                                                |                      |                                                    |                                         |                                                                  |
| Miscellaneous Revenue                                                                                                                             |                                                                                                  | Busn. Code                                                                                     |                      |                                                    |                                         |                                                                  |
| <b>11a</b> .....                                                                                                                                  |                                                                                                  |                                                                                                |                      |                                                    |                                         |                                                                  |
| <b>b</b> .....                                                                                                                                    |                                                                                                  |                                                                                                |                      |                                                    |                                         |                                                                  |
| <b>c</b> .....                                                                                                                                    |                                                                                                  |                                                                                                |                      |                                                    |                                         |                                                                  |
| <b>d</b> All other revenue .....                                                                                                                  |                                                                                                  |                                                                                                |                      |                                                    |                                         |                                                                  |
| <b>e Total.</b> Add lines 11a-11d .....                                                                                                           | <b>u</b>                                                                                         |                                                                                                |                      |                                                    |                                         |                                                                  |
| <b>12 Total revenue.</b> See instructions. ....                                                                                                   | <b>u</b>                                                                                         | <b>399,407</b>                                                                                 | <b>77,115</b>        | <b>0</b>                                           | <b>791</b>                              |                                                                  |

**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)<br>Total expenses | (B)<br>Program service expenses | (C)<br>Management and general expenses | (D)<br>Fundraising expenses |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------------------------------|----------------------------------------|-----------------------------|
| 1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21                                                                                                                                    |                       |                                 |                                        |                             |
| 2 Grants and other assistance to domestic individuals. See Part IV, line 22                                                                                                                                                               |                       |                                 |                                        |                             |
| 3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16                                                                                                        |                       |                                 |                                        |                             |
| 4 Benefits paid to or for members                                                                                                                                                                                                         |                       |                                 |                                        |                             |
| 5 Compensation of current officers, directors, trustees, and key employees                                                                                                                                                                |                       |                                 |                                        |                             |
| 6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)                                                                                           |                       |                                 |                                        |                             |
| 7 Other salaries and wages                                                                                                                                                                                                                | 290,022               | 264,228                         | 12,558                                 | 13,236                      |
| 8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)                                                                                                                                      |                       |                                 |                                        |                             |
| 9 Other employee benefits                                                                                                                                                                                                                 | 30,639                | 27,914                          | 1,327                                  | 1,398                       |
| 10 Payroll taxes                                                                                                                                                                                                                          | 25,914                | 23,609                          | 1,122                                  | 1,183                       |
| 11 Fees for services (non-employees):                                                                                                                                                                                                     |                       |                                 |                                        |                             |
| a Management                                                                                                                                                                                                                              |                       |                                 |                                        |                             |
| b Legal                                                                                                                                                                                                                                   |                       |                                 |                                        |                             |
| c Accounting                                                                                                                                                                                                                              | 5,000                 |                                 | 5,000                                  |                             |
| d Lobbying                                                                                                                                                                                                                                |                       |                                 |                                        |                             |
| e Professional fundraising services. See Part IV, line 17                                                                                                                                                                                 |                       |                                 |                                        |                             |
| f Investment management fees                                                                                                                                                                                                              |                       |                                 |                                        |                             |
| g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)                                                                                                                            | 29,284                | 28,692                          | 399                                    | 193                         |
| 12 Advertising and promotion                                                                                                                                                                                                              |                       |                                 |                                        |                             |
| 13 Office expenses                                                                                                                                                                                                                        | 10,228                | 4,222                           | 5,219                                  | 787                         |
| 14 Information technology                                                                                                                                                                                                                 | 11,415                | 6,050                           | 2,095                                  | 3,270                       |
| 15 Royalties                                                                                                                                                                                                                              |                       |                                 |                                        |                             |
| 16 Occupancy                                                                                                                                                                                                                              | 48,759                | 45,292                          | 2,785                                  | 682                         |
| 17 Travel                                                                                                                                                                                                                                 |                       |                                 |                                        |                             |
| 18 Payments of travel or entertainment expenses for any federal, state, or local public officials                                                                                                                                         |                       |                                 |                                        |                             |
| 19 Conferences, conventions, and meetings                                                                                                                                                                                                 | 22,204                | 17,966                          | 4,238                                  |                             |
| 20 Interest                                                                                                                                                                                                                               |                       |                                 |                                        |                             |
| 21 Payments to affiliates                                                                                                                                                                                                                 |                       |                                 |                                        |                             |
| 22 Depreciation, depletion, and amortization                                                                                                                                                                                              | 9,578                 | 9,578                           |                                        |                             |
| 23 Insurance                                                                                                                                                                                                                              | 2,293                 |                                 | 2,293                                  |                             |
| 24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)                                      |                       |                                 |                                        |                             |
| a BOOKS & SUBSCRIPTIONS                                                                                                                                                                                                                   | 7,641                 | 6,404                           | 1,237                                  |                             |
| b SPECIAL PROJECTS                                                                                                                                                                                                                        | 2,830                 | 2,321                           |                                        | 509                         |
| c DUES                                                                                                                                                                                                                                    | 1,785                 | 995                             | 790                                    |                             |
| d STEWARDSHIP                                                                                                                                                                                                                             | 1,290                 | 994                             | 274                                    | 22                          |
| e All other expenses                                                                                                                                                                                                                      |                       |                                 |                                        |                             |
| 25 Total functional expenses. Add lines 1 through 24e                                                                                                                                                                                     | 498,882               | 438,265                         | 39,337                                 | 21,280                      |
| 26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <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)<br>Beginning of year                                                                                                                                         |                | (B)<br>End of year |
|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------------|
| <b>Assets</b>                                                                                                                           | <b>1</b> Cash—non-interest bearing .....                                                                                                                                                                                                                                                                                                              | <b>246,635</b>                                                                                                                                                   | <b>1</b>       | <b>187,899</b>     |
|                                                                                                                                         | <b>2</b> Savings and temporary cash investments .....                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                  | <b>2</b>       |                    |
|                                                                                                                                         | <b>3</b> Pledges and grants receivable, net .....                                                                                                                                                                                                                                                                                                     | <b>78,191</b>                                                                                                                                                    | <b>3</b>       | <b>27,825</b>      |
|                                                                                                                                         | <b>4</b> Accounts receivable, net .....                                                                                                                                                                                                                                                                                                               | <b>5,714</b>                                                                                                                                                     | <b>4</b>       | <b>280</b>         |
|                                                                                                                                         | <b>5</b> Loans and other receivables from current and former officers, directors,<br>trustees, key employees, and highest compensated employees.<br>Complete Part II of Schedule L .....                                                                                                                                                              |                                                                                                                                                                  | <b>5</b>       |                    |
|                                                                                                                                         | <b>6</b> Loans and other receivables from other disqualified persons (as defined under section<br>4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and<br>sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary<br>organizations (see instructions). Complete Part II of Schedule L ..... |                                                                                                                                                                  | <b>6</b>       |                    |
|                                                                                                                                         | <b>7</b> Notes and loans receivable, net .....                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                  | <b>7</b>       |                    |
|                                                                                                                                         | <b>8</b> Inventories for sale or use .....                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                  | <b>8</b>       |                    |
|                                                                                                                                         | <b>9</b> Prepaid expenses and deferred charges .....                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                  | <b>9</b>       |                    |
|                                                                                                                                         | <b>10a</b> Land, buildings, and equipment: cost or<br>other basis. Complete Part VI of Schedule D .....                                                                                                                                                                                                                                               | <b>10a</b> <b>71,152</b>                                                                                                                                         |                |                    |
|                                                                                                                                         | <b>b</b> Less: accumulated depreciation .....                                                                                                                                                                                                                                                                                                         | <b>10b</b> <b>44,933</b>                                                                                                                                         | <b>10c</b>     | <b>26,219</b>      |
|                                                                                                                                         | <b>11</b> Investments—publicly traded securities .....                                                                                                                                                                                                                                                                                                |                                                                                                                                                                  | <b>11</b>      |                    |
|                                                                                                                                         | <b>12</b> Investments—other securities. See Part IV, line 11 .....                                                                                                                                                                                                                                                                                    |                                                                                                                                                                  | <b>12</b>      |                    |
|                                                                                                                                         | <b>13</b> Investments—program-related. See Part IV, line 11 .....                                                                                                                                                                                                                                                                                     |                                                                                                                                                                  | <b>13</b>      |                    |
|                                                                                                                                         | <b>14</b> Intangible assets .....                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                  | <b>14</b>      |                    |
|                                                                                                                                         | <b>15</b> Other assets. See Part IV, line 11 .....                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                  | <b>15</b>      | <b>8,076</b>       |
| <b>16 Total assets.</b> Add lines 1 through 15 (must equal line 34) .....                                                               | <b>357,714</b>                                                                                                                                                                                                                                                                                                                                        | <b>16</b>                                                                                                                                                        | <b>250,299</b> |                    |
| <b>Liabilities</b>                                                                                                                      | <b>17</b> Accounts payable and accrued expenses .....                                                                                                                                                                                                                                                                                                 | <b>6,635</b>                                                                                                                                                     | <b>17</b>      | <b>7,471</b>       |
|                                                                                                                                         | <b>18</b> Grants payable .....                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                  | <b>18</b>      |                    |
|                                                                                                                                         | <b>19</b> Deferred revenue .....                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                  | <b>19</b>      |                    |
|                                                                                                                                         | <b>20</b> Tax-exempt bond liabilities .....                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                  | <b>20</b>      |                    |
|                                                                                                                                         | <b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D .....                                                                                                                                                                                                                                                                 |                                                                                                                                                                  | <b>21</b>      |                    |
|                                                                                                                                         | <b>22</b> Loans and other payables to current and former officers, directors,<br>trustees, key employees, highest compensated employees, and<br>disqualified persons. Complete Part II of Schedule L .....                                                                                                                                            |                                                                                                                                                                  | <b>22</b>      |                    |
|                                                                                                                                         | <b>23</b> Secured mortgages and notes payable to unrelated third parties .....                                                                                                                                                                                                                                                                        |                                                                                                                                                                  | <b>23</b>      |                    |
|                                                                                                                                         | <b>24</b> Unsecured notes and loans payable to unrelated third parties .....                                                                                                                                                                                                                                                                          |                                                                                                                                                                  | <b>24</b>      |                    |
|                                                                                                                                         | <b>25</b> Other liabilities (including federal income tax, payables to related third<br>parties, and other liabilities not included on lines 17-24). Complete Part X<br>of Schedule D .....                                                                                                                                                           | <b>11,255</b>                                                                                                                                                    | <b>25</b>      | <b>2,479</b>       |
|                                                                                                                                         | <b>26 Total liabilities.</b> Add lines 17 through 25 .....                                                                                                                                                                                                                                                                                            | <b>17,890</b>                                                                                                                                                    | <b>26</b>      | <b>9,950</b>       |
|                                                                                                                                         | <b>Net Assets or Fund Balances</b>                                                                                                                                                                                                                                                                                                                    | <b>Organizations that follow SFAS 117 (ASC 958), check here u <input checked="" type="checkbox"/> and<br/>complete lines 27 through 29, and lines 33 and 34.</b> |                |                    |
| <b>27</b> Unrestricted net assets .....                                                                                                 |                                                                                                                                                                                                                                                                                                                                                       | <b>339,824</b>                                                                                                                                                   | <b>27</b>      | <b>240,349</b>     |
| <b>28</b> Temporarily restricted net assets .....                                                                                       |                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                  | <b>28</b>      |                    |
| <b>29</b> Permanently restricted net assets .....                                                                                       |                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                  | <b>29</b>      |                    |
| <b>Organizations that do not follow SFAS 117 (ASC 958), check here u <input type="checkbox"/> and<br/>complete lines 30 through 34.</b> |                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                  |                |                    |
| <b>30</b> Capital stock or trust principal, or current funds .....                                                                      |                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                  | <b>30</b>      |                    |
| <b>31</b> Paid-in or capital surplus, or land, building, or equipment fund .....                                                        |                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                  | <b>31</b>      |                    |
| <b>32</b> Retained earnings, endowment, accumulated income, or other funds .....                                                        |                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                  | <b>32</b>      |                    |
| <b>33 Total net assets or fund balances</b> .....                                                                                       |                                                                                                                                                                                                                                                                                                                                                       | <b>339,824</b>                                                                                                                                                   | <b>33</b>      | <b>240,349</b>     |
| <b>34 Total liabilities and net assets/fund balances</b> .....                                                                          | <b>357,714</b>                                                                                                                                                                                                                                                                                                                                        | <b>34</b>                                                                                                                                                        | <b>250,299</b> |                    |

**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>  | <b>399,407</b> |
| <b>2</b>  | Total expenses (must equal Part IX, column (A), line 25)                                                       | <b>2</b>  | <b>498,882</b> |
| <b>3</b>  | Revenue less expenses. Subtract line 2 from line 1                                                             | <b>3</b>  | <b>-99,475</b> |
| <b>4</b>  | Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))                      | <b>4</b>  | <b>339,824</b> |
| <b>5</b>  | Net unrealized gains (losses) on investments                                                                   | <b>5</b>  |                |
| <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 in Schedule O)                                           | <b>9</b>  |                |
| <b>10</b> | Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B)) | <b>10</b> | <b>240,349</b> |

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

|                                                                                                                                                                                                                                                                                                                                                                                                                                     | Yes      | No       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|
| <b>1</b> Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____<br>If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.                                                                                                                                        |          |          |
| <b>2a</b> Were the organization's financial statements compiled or reviewed by an independent accountant?<br>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:<br><input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis |          | <b>X</b> |
| <b>b</b> Were the organization's financial statements audited by an independent accountant?<br>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:<br><input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis                 | <b>X</b> |          |
| <b>c</b> If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?<br>If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.                                                                      | <b>X</b> |          |
| <b>3a</b> As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?                                                                                                                                                                                                                                                                  |          | <b>X</b> |
| <b>b</b> If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.                                                                                                                                                                                                      |          |          |

**SCHEDULE A**  
(Form 990 or 990-EZ)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.****u Attach to Form 990 or Form 990-EZ.****u Information about Schedule A (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).**

OMB No. 1545-0047

**2014****Open to Public  
Inspection**

Name of the organization

**CENTER FOR NONPROFIT EXCELLENCE**

Employer identification number

**20-3412827****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 11, 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.)
- 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 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.)
- 10 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 11 ☐ 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 in lines 11a through 11d that describes the type of supporting organization and complete lines 11e, 11f, and 11g.
- a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
- b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
- c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
- d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
- e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f Enter the number of supported organizations .....
- g Provide the following information about the supported organization(s).

| (i) Name of supported organization | (ii) EIN | (iii) Type of organization (described on lines 1–9 above or IRC section (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 |                                                   |                                                 |
| (A)                                |          |                                                                                             |                                                             |    |                                                   |                                                 |
| (B)                                |          |                                                                                             |                                                             |    |                                                   |                                                 |
| (C)                                |          |                                                                                             |                                                             |    |                                                   |                                                 |
| (D)                                |          |                                                                                             |                                                             |    |                                                   |                                                 |
| (E)                                |          |                                                                                             |                                                             |    |                                                   |                                                 |
| <b>Total</b>                       |          |                                                                                             |                                                             |    |                                                   |                                                 |

**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) u                                                                                                                                                                | (a) 2010 | (b) 2011 | (c) 2012 | (d) 2013 | (e) 2014 | (f) Total |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|-----------|
| <b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")                                                                                                  | 317,258  | 326,541  | 272,371  | 407,494  | 321,501  | 1,645,165 |
| <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                                                                                                                                                                        | 317,258  | 326,541  | 272,371  | 407,494  | 321,501  | 1,645,165 |
| <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) |          |          |          |          |          | 368,298   |
| <b>6</b> Public support. Subtract line 5 from line 4.                                                                                                                                                        |          |          |          |          |          | 1,276,867 |

**Section B. Total Support**

| Calendar year (or fiscal year beginning in) u                                                                                           | (a) 2010 | (b) 2011 | (c) 2012 | (d) 2013 | (e) 2014 | (f) Total |
|-----------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|-----------|
| <b>7</b> Amounts from line 4                                                                                                            | 317,258  | 326,541  | 272,371  | 407,494  | 321,501  | 1,645,165 |
| <b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources | 2,807    | 2,285    | 1,275    | 965      | 791      | 8,123     |
| <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                                                                                         |          |          |          |          |          | 1,653,288 |
| <b>12</b> Gross receipts from related activities, etc. (see instructions)                                                               |          |          |          |          | 12       | 77,115    |

**13 First five 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**

|                                                                                                                                                                                                                                                                                                                                                                                                                                     |    |         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|---------|
| <b>14</b> Public support percentage for 2014 (line 6, column (f) divided by line 11, column (f))                                                                                                                                                                                                                                                                                                                                    | 14 | 77.23 % |
| <b>15</b> Public support percentage from 2013 Schedule A, Part II, line 14                                                                                                                                                                                                                                                                                                                                                          | 15 | 79.11 % |
| <b>16a 33 1/3% support test—2014.</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 checked="" type="checkbox"/>                                                                                                                                                                |    |         |
| <b>b 33 1/3% support test—2013.</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—2014.</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—2013.</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 9 of Part I or if the organization failed to qualify under Part II.  
If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

| Calendar year (or fiscal year beginning in) u                                                                                                                                     | (a) 2010 | (b) 2011 | (c) 2012 | (d) 2013 | (e) 2014 | (f) Total |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|-----------|
| <b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")                                                                       |          |          |          |          |          |           |
| <b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose |          |          |          |          |          |           |
| <b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513                                                                             |          |          |          |          |          |           |
| <b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf                                                                          |          |          |          |          |          |           |
| <b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge                                                                  |          |          |          |          |          |           |
| <b>6 Total.</b> Add lines 1 through 5                                                                                                                                             |          |          |          |          |          |           |
| <b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons                                                                                                |          |          |          |          |          |           |
| <b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year           |          |          |          |          |          |           |
| <b>c</b> Add lines 7a and 7b                                                                                                                                                      |          |          |          |          |          |           |
| <b>8 Public support.</b> (Subtract line 7c from line 6.)                                                                                                                          |          |          |          |          |          |           |

**Section B. Total Support**

| Calendar year (or fiscal year beginning in) u                                                                                                                                                                           | (a) 2010 | (b) 2011 | (c) 2012 | (d) 2013 | (e) 2014 | (f) Total |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|-----------|
| <b>9</b> Amounts from line 6                                                                                                                                                                                            |          |          |          |          |          |           |
| <b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources                                                                               |          |          |          |          |          |           |
| <b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975                                                                                                        |          |          |          |          |          |           |
| <b>c</b> Add lines 10a and 10b                                                                                                                                                                                          |          |          |          |          |          |           |
| <b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on                                                                                   |          |          |          |          |          |           |
| <b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)                                                                                                               |          |          |          |          |          |           |
| <b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.)                                                                                                                                                                |          |          |          |          |          |           |
| <b>14 First five 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>15</b> Public support percentage for 2014 (line 8, column (f) divided by line 13, column (f)) | <b>15</b> | % |
| <b>16</b> Public support percentage from 2013 Schedule A, Part III, line 15                      | <b>16</b> | % |

**Section D. Computation of Investment Income Percentage**

|                                                                                                       |           |   |
|-------------------------------------------------------------------------------------------------------|-----------|---|
| <b>17</b> Investment income percentage for 2014 (line 10c, column (f) divided by line 13, column (f)) | <b>17</b> | % |
| <b>18</b> Investment income percentage from 2013 Schedule A, Part III, line 17                        | <b>18</b> | % |

**19a 33 1/3% support tests—2014.** 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—2013.** 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 11 of Part I. If you checked 11a of Part I, complete Sections A and B. If you checked 11b of Part I, complete Sections A and C. If you checked 11c of Part I, complete Sections A, D, and E. If you checked 11d of 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? If "No," describe in <b>Part VI</b> how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.                                                                                                                                                                                                                 |     |    |
| <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)? If "Yes," explain in <b>Part VI</b> how the organization determined that the supported organization was described in section 509(a)(1) or (2).                                                                                                                                                                                                                                              |     |    |
| <b>3a</b> Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer (b) and (c) below.                                                                                                                                                                                                                                                                                                                                                                                               |     |    |
| <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)? If "Yes," describe in <b>Part VI</b> when and how the organization made the determination.                                                                                                                                                                                                                                                            |     |    |
| <b>c</b> Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in <b>Part VI</b> what controls the organization put in place to ensure such use.                                                                                                                                                                                                                                                                                                     |     |    |
| <b>4a</b> Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes" and if you checked 11a or 11b in Part I, answer (b) and (c) below.                                                                                                                                                                                                                                                                                                                                                 |     |    |
| <b>b</b> Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in <b>Part VI</b> how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.                                                                                                                                                                                                         |     |    |
| <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)? If "Yes," explain in <b>Part VI</b> 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.                                                                                                                                                                            |     |    |
| <b>5a</b> Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in <b>Part VI</b> , including (i) the names and EIN numbers of the supported organizations added, substituted, or removed, (ii) the reasons for each such action, (iii) the authority under the organization's organizing document authorizing such action, and (iv) how the action was accomplished (such as by amendment to the organizing document). |     |    |
| <b>b</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</b> <b>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 (a) its supported organizations; (b) individuals that are part of the charitable class benefited by one or more of its supported organizations; or (c) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in <b>Part VI</b> .                                                             |     |    |
| <b>7</b> Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in IRC 4958(c)(3)(C)), a family member of a substantial contributor, or a 35-percent controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990).                                                                                                                                                                                                      |     |    |
| <b>8</b> Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part I of Schedule L (Form 990).                                                                                                                                                                                                                                                                                                                                                                |     |    |
| <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))? If "Yes," provide detail in <b>Part VI</b> .                                                                                                                                                                                                                                      |     |    |
| <b>b</b> Did one or more disqualified persons (as defined in line 9(a)) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in <b>Part VI</b> .                                                                                                                                                                                                                                                                                                                        |     |    |
| <b>c</b> Did a disqualified person (as defined in line 9(a)) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in <b>Part VI</b> .                                                                                                                                                                                                                                                                                             |     |    |
| <b>10a</b> Was the organization subject to the excess business holdings rules of IRC 4943 because of IRC 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer (b) below.                                                                                                                                                                                                                                                                   |     |    |
| <b>b</b> Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)                                                                                                                                                                                                                                                                                                                                                           |     |    |

**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 in (b) and (c) below, the governing body of a supported organization? |     |    |
| <b>11a</b>                                                                                                                                                                   |     |    |
| <b>b</b> A family member of a person described in (a) above?                                                                                                                 |     |    |
| <b>11b</b>                                                                                                                                                                   |     |    |
| <b>c</b> A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in <b>Part VI</b> .                                       |     |    |
| <b>11c</b>                                                                                                                                                                   |     |    |

**Section B. Type I Supporting Organizations**

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

**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)? If "No," describe in <b>Part VI</b> how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s). |     |    |
| <b>1</b>                                                                                                                                                                                                                                                                                                                                                                             |     |    |

**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, (1) a written notice describing the type and amount of support provided during the prior tax year, (2) a copy of the Form 990 that was most recently filed as of the date of notification, and (3) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided? |     |    |
| <b>1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |     |    |
| <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? If "No," explain in <b>Part VI</b> how the organization maintained a close and continuous working relationship with the supported organization(s).                                                                                                                    |     |    |
| <b>2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |     |    |
| <b>3</b> By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in <b>Part VI</b> the role the organization's supported organizations played in this regard.                                                                                       |     |    |
| <b>3</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |     |    |

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

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |  |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|
| <b>1</b> Check the box next to the method that the organization used to satisfy the Integral Part Test during the year ( <b>see instructions</b> ):                                                                                                                                                                                                                                                                                                                                                                                            |  |  |  |
| <b>a</b> <input type="checkbox"/> The organization satisfied the Activities Test. Complete <b>line 2</b> below.                                                                                                                                                                                                                                                                                                                                                                                                                                |  |  |  |
| <b>b</b> <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete <b>line 3</b> below.                                                                                                                                                                                                                                                                                                                                                                                                         |  |  |  |
| <b>c</b> <input type="checkbox"/> The organization supported a governmental entity. Describe in <b>Part VI</b> how you supported a government entity (see instructions).                                                                                                                                                                                                                                                                                                                                                                       |  |  |  |
| <b>2</b> Activities Test. <b>Answer (a) and (b) below.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |  |  |
| <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? If "Yes," then in <b>Part VI</b> <b>identify those supported organizations and explain</b> how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities. |  |  |  |
| <b>2a</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |  |  |
| <b>b</b> Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in <b>Part VI</b> the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.                                                                                                                                     |  |  |  |
| <b>2b</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |  |  |
| <b>3</b> Parent of Supported Organizations. <b>Answer (a) and (b) below.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |  |
| <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? Provide details in <b>Part VI</b> .                                                                                                                                                                                                                                                                                                                                      |  |  |  |
| <b>3a</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |  |  |
| <b>b</b> Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in <b>Part VI</b> the role played by the organization in this regard.                                                                                                                                                                                                                                                                                          |  |  |  |
| <b>3b</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |  |  |

**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. See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

| Section A - Adjusted Net Income                                                                                                                                                                            |    | (A) Prior Year | (B) Current Year (optional) |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|----------------|-----------------------------|
| 1 Net short-term capital gain                                                                                                                                                                              | 1  |                |                             |
| 2 Recoveries of prior-year distributions                                                                                                                                                                   | 2  |                |                             |
| 3 Other gross income (see instructions)                                                                                                                                                                    | 3  |                |                             |
| 4 Add lines 1 through 3                                                                                                                                                                                    | 4  |                |                             |
| 5 Depreciation and depletion                                                                                                                                                                               | 5  |                |                             |
| 6 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions) | 6  |                |                             |
| 7 Other expenses (see instructions)                                                                                                                                                                        | 7  |                |                             |
| 8 <b>Adjusted Net Income</b> (subtract lines 5, 6 and 7 from line 4)                                                                                                                                       | 8  |                |                             |
| Section B - Minimum Asset Amount                                                                                                                                                                           |    | (A) Prior Year | (B) Current Year (optional) |
| 1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):                                                                          |    |                |                             |
| 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 (explain in detail in <b>Part VI</b> ):                                                                                                            |    |                |                             |
| 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 1-1/2% 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 .035                                                                                                                                                                                  | 6  |                |                             |
| 7 Recoveries of prior-year distributions                                                                                                                                                                   | 7  |                |                             |
| 8 <b>Minimum Asset Amount</b> (add line 7 to line 6)                                                                                                                                                       | 8  |                |                             |
| Section C - Distributable Amount                                                                                                                                                                           |    |                | Current Year                |
| 1 Adjusted net income for prior year (from Section A, line 8, Column A)                                                                                                                                    | 1  |                |                             |
| 2 Enter 85% of line 1                                                                                                                                                                                      | 2  |                |                             |
| 3 Minimum asset amount for prior year (from Section B, line 8, Column A)                                                                                                                                   | 3  |                |                             |
| 4 Enter greater of line 2 or line 3                                                                                                                                                                        | 4  |                |                             |
| 5 Income tax imposed in prior year                                                                                                                                                                         | 5  |                |                             |
| 6 <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).                                |    |                |                             |

**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>2</b>                         | Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity              |                     |
| <b>3</b>                         | Administrative expenses paid to accomplish exempt purposes of supported organizations                                                              |                     |
| <b>4</b>                         | Amounts paid to acquire exempt-use assets                                                                                                          |                     |
| <b>5</b>                         | Qualified set-aside amounts (prior IRS approval required)                                                                                          |                     |
| <b>6</b>                         | Other distributions (describe in <b>Part VI</b> ). See instructions.                                                                               |                     |
| <b>7</b>                         | <b>Total annual distributions.</b> Add lines 1 through 6.                                                                                          |                     |
| <b>8</b>                         | Distributions to attentive supported organizations to which the organization is responsive (provide details in <b>Part VI</b> ). See instructions. |                     |
| <b>9</b>                         | Distributable amount for 2014 from Section C, line 6                                                                                               |                     |
| <b>10</b>                        | Line 8 amount divided by Line 9 amount                                                                                                             |                     |

| <b>Section E - Distribution Allocations (see instructions)</b> |                                                                                                                                                     | <b>(i)<br/>Excess Distributions</b> | <b>(ii)<br/>Underdistributions<br/>Pre-2014</b> | <b>(iii)<br/>Distributable<br/>Amount for 2014</b> |
|----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------------------|----------------------------------------------------|
| <b>1</b>                                                       | Distributable amount for 2014 from Section C, line 6                                                                                                |                                     |                                                 |                                                    |
| <b>2</b>                                                       | Underdistributions, if any, for years prior to 2014 (reasonable cause required-see instructions)                                                    |                                     |                                                 |                                                    |
| <b>3</b>                                                       | Excess distributions carryover, if any, to 2014:                                                                                                    |                                     |                                                 |                                                    |
| <b>a</b>                                                       |                                                                                                                                                     |                                     |                                                 |                                                    |
| <b>b</b>                                                       |                                                                                                                                                     |                                     |                                                 |                                                    |
| <b>c</b>                                                       |                                                                                                                                                     |                                     |                                                 |                                                    |
| <b>d</b>                                                       |                                                                                                                                                     |                                     |                                                 |                                                    |
| <b>e</b>                                                       | From 2013 . . . . .                                                                                                                                 |                                     |                                                 |                                                    |
| <b>f</b>                                                       | <b>Total</b> of lines 3a through e                                                                                                                  |                                     |                                                 |                                                    |
| <b>g</b>                                                       | Applied to underdistributions of prior years                                                                                                        |                                     |                                                 |                                                    |
| <b>h</b>                                                       | Applied to 2014 distributable amount                                                                                                                |                                     |                                                 |                                                    |
| <b>i</b>                                                       | Carryover from 2009 not applied (see instructions)                                                                                                  |                                     |                                                 |                                                    |
| <b>j</b>                                                       | Remainder. Subtract lines 3g, 3h, and 3i from 3f.                                                                                                   |                                     |                                                 |                                                    |
| <b>4</b>                                                       | Distributions for 2014 from Section D, line 7: \$                                                                                                   |                                     |                                                 |                                                    |
| <b>a</b>                                                       | Applied to underdistributions of prior years                                                                                                        |                                     |                                                 |                                                    |
| <b>b</b>                                                       | Applied to 2014 distributable amount                                                                                                                |                                     |                                                 |                                                    |
| <b>c</b>                                                       | Remainder. Subtract lines 4a and 4b from 4.                                                                                                         |                                     |                                                 |                                                    |
| <b>5</b>                                                       | Remaining underdistributions for years prior to 2014, if any. Subtract lines 3g and 4a from line 2 (if amount greater than zero, see instructions). |                                     |                                                 |                                                    |
| <b>6</b>                                                       | Remaining underdistributions for 2014. Subtract lines 3h and 4b from line 1 (if amount greater than zero, see instructions).                        |                                     |                                                 |                                                    |
| <b>7</b>                                                       | <b>Excess distributions carryover to 2015.</b> Add lines 3j and 4c.                                                                                 |                                     |                                                 |                                                    |
| <b>8</b>                                                       | Breakdown of line 7:                                                                                                                                |                                     |                                                 |                                                    |
| <b>a</b>                                                       |                                                                                                                                                     |                                     |                                                 |                                                    |
| <b>b</b>                                                       |                                                                                                                                                     |                                     |                                                 |                                                    |
| <b>c</b>                                                       |                                                                                                                                                     |                                     |                                                 |                                                    |
| <b>d</b>                                                       | Excess from 2013 . . .                                                                                                                              |                                     |                                                 |                                                    |
| <b>e</b>                                                       | Excess from 2014 . . .                                                                                                                              |                                     |                                                 |                                                    |

## Part VI

**Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; and Part III, line 12. Also complete this part for any additional information. (See instructions.)

**Schedule B**  
**(Form 990, 990-EZ,**  
**or 990-PF)**Department of the Treasury  
Internal Revenue Service**Schedule of Contributors**

OMB No. 1545-0047

**2014****u** Attach to Form 990, Form 990-EZ, or Form 990-PF.**u** Information about Schedule B (Form 990, 990-EZ, 990-PF) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).**Name of the organization****Employer identification number****CENTER FOR NONPROFIT EXCELLENCE****20-3412827****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 foundationCheck 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
- $\frac{1}{3}$
- % support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of
- (1)**
- \$5,000 or
- (2)**
- 2% of the amount on (i) Form 990, Part VIII, line 1h, or (ii) Form 990-EZ, line 1. Complete Parts I and II.

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

- ☐
- For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions exclusively for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an exclusively religious, charitable, etc., purpose. Do not 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 is not covered by the General Rule and/or the Special Rules does not file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it does not meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

**SCHEDULE D  
(Form 990)**Department of the Treasury  
Internal Revenue Service**Supplemental Financial Statements**u Complete if the organization answered "Yes" to Form 990,  
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

u Attach to Form 990.

u Information about Schedule D (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2014****Open to Public  
Inspection**

Name of the organization

Employer identification number

**CENTER FOR NONPROFIT EXCELLENCE****20-3412827****Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.**

Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

|                                                                                                                                                                                                                                                                             | (a) Donor advised funds | (b) Funds and other accounts                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------------------------------------------------|
| 1 Total number at end of year .....                                                                                                                                                                                                                                         |                         |                                                          |
| 2 Aggregate value of contributions to (during year) .....                                                                                                                                                                                                                   |                         |                                                          |
| 3 Aggregate value of grants from (during year) .....                                                                                                                                                                                                                        |                         |                                                          |
| 4 Aggregate value at end of year .....                                                                                                                                                                                                                                      |                         |                                                          |
| 5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? .....                                                            |                         | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ..... |                         | <input type="checkbox"/> Yes <input type="checkbox"/> No |

**Part II Conservation Easements.**

Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

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

|                                                                                              |                                                                             |
|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| <input type="checkbox"/> Preservation of land for public use (e.g., recreation or education) | <input type="checkbox"/> Preservation of a historically important land area |
| <input type="checkbox"/> Protection of natural habitat                                       | <input type="checkbox"/> Preservation of a certified historic structure     |
| <input type="checkbox"/> Preservation of open space                                          |                                                                             |

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

|                                                                                                                                                  | Held at the End of the Tax Year |
|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| a Total number of conservation easements .....                                                                                                   | 2a                              |
| b Total acreage restricted by conservation easements .....                                                                                       | 2b                              |
| c Number of conservation easements on a certified historic structure included in (a) .....                                                       | 2c                              |
| d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register ..... | 2d                              |

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

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

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

6 Staff and volunteer hours devoted to monitoring, inspecting, and enforcing conservation easements during the year u .....

7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year u \$ .....

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

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

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.**

Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

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

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

(i) Revenues included in Form 990, Part VIII, line 1 .....

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

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

a Revenue included in Form 990, Part VIII, line 1 .....

b Assets included in Form 990, Part X .....

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

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

- ☐ a Public exhibition  
☐ b Scholarly research  
☐ c Preservation for future generations  
☐ d Loan or exchange programs  
☐ e Other

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

**Part IV Escrow and Custodial Arrangements.**

Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

|                                 | Amount |
|---------------------------------|--------|
| c Beginning balance             | 1c     |
| d Additions during the year     | 1d     |
| e Distributions during the year | 1e     |
| f Ending balance                | 1f     |

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII ☐

**Part V Endowment Funds.**

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

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

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

- a Board designated or quasi-endowment  %  
 b Permanent endowment  %  
 c Temporarily restricted endowment  %

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

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

- (i) unrelated organizations  
 (ii) related organizations

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

|        | Yes | No |
|--------|-----|----|
| 3a(i)  |     |    |
| 3a(ii) |     |    |
| 3b     |     |    |

4 Describe in Part XIII the intended uses of the organization's endowment funds.

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

Complete if the organization answered "Yes" to 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                                                                               |                                      |                                 |                              |                |
| d Equipment                                                                                            |                                      |                                 |                              |                |
| e Other                                                                                                |                                      | 71,152                          | 44,933                       | 26,219         |
| <b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.) |                                      |                                 | u                            | 26,219         |

**Part VII Investments—Other Securities.**

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

| (a) Description of security or category<br>(including name of security)            | (b) Book value | (c) Method of valuation:<br>Cost or end-of-year market value |
|------------------------------------------------------------------------------------|----------------|--------------------------------------------------------------|
| (1) Financial derivatives .....                                                    |                |                                                              |
| (2) Closely-held equity interests .....                                            |                |                                                              |
| (3) Other .....                                                                    |                |                                                              |
| (A) .....                                                                          |                |                                                              |
| (B) .....                                                                          |                |                                                              |
| (C) .....                                                                          |                |                                                              |
| (D) .....                                                                          |                |                                                              |
| (E) .....                                                                          |                |                                                              |
| (F) .....                                                                          |                |                                                              |
| (G) .....                                                                          |                |                                                              |
| (H) .....                                                                          |                |                                                              |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 12.) <b>u</b> |                |                                                              |

**Part VIII Investments—Program Related.**

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

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

**Part IX Other Assets.**

Complete if the organization answered "Yes" to 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.) <b>u</b> |                |

**Part X Other Liabilities.**

Complete if the organization answered "Yes" to 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) <b>PAYROLL LIABILITIES</b>                                                     | <b>1,584</b>   |
| (3) <b>DEFERRED REVENUE</b>                                                        | <b>895</b>     |
| (4) <b>OTHER ACCRUED LIABILITIES</b>                                               |                |
| (5) .....                                                                          |                |
| (6) .....                                                                          |                |
| (7) .....                                                                          |                |
| (8) .....                                                                          |                |
| (9) .....                                                                          |                |
| <b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.) <b>u</b> | <b>2,479</b>   |

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

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

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

|                                                                                                               |           |           |                |              |
|---------------------------------------------------------------------------------------------------------------|-----------|-----------|----------------|--------------|
| <b>1</b> Total revenue, gains, and other support per audited financial statements .....                       |           | <b>1</b>  | <b>405,163</b> |              |
| <b>2</b> Amounts included on line 1 but not on Form 990, Part VIII, line 12:                                  |           |           |                |              |
| <b>a</b> Net unrealized gains (losses) on investments .....                                                   | <b>2a</b> |           |                |              |
| <b>b</b> Donated services and use of facilities .....                                                         | <b>2b</b> |           |                | <b>5,756</b> |
| <b>c</b> Recoveries of prior year grants .....                                                                | <b>2c</b> |           |                |              |
| <b>d</b> Other (Describe in Part XIII.) .....                                                                 | <b>2d</b> |           |                |              |
| <b>e</b> Add lines <b>2a</b> through <b>2d</b> .....                                                          |           | <b>2e</b> | <b>5,756</b>   |              |
| <b>3</b> Subtract line <b>2e</b> from line <b>1</b> .....                                                     |           | <b>3</b>  | <b>399,407</b> |              |
| <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> |           |                |              |
| <b>c</b> Add lines <b>4a</b> and <b>4b</b> .....                                                              |           | <b>4c</b> |                |              |
| <b>5</b> Total revenue. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 12.) ..... |           | <b>5</b>  | <b>399,407</b> |              |

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

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

|                                                                                                                |                        |           |                |
|----------------------------------------------------------------------------------------------------------------|------------------------|-----------|----------------|
| <b>1</b> Total expenses and losses per audited financial statements .....                                      |                        | <b>1</b>  | <b>507,517</b> |
| <b>2</b> Amounts included on line 1 but not on Form 990, Part IX, line 25:                                     |                        |           |                |
| <b>a</b> Donated services and use of facilities .....                                                          | <b>2a</b> <b>7,812</b> |           |                |
| <b>b</b> Prior year adjustments .....                                                                          | <b>2b</b>              |           |                |
| <b>c</b> Other losses .....                                                                                    | <b>2c</b>              |           |                |
| <b>d</b> Other (Describe in Part XIII.) .....                                                                  | <b>2d</b> <b>823</b>   |           |                |
| <b>e</b> Add lines <b>2a</b> through <b>2d</b> .....                                                           |                        | <b>2e</b> | <b>8,635</b>   |
| <b>3</b> Subtract line <b>2e</b> from line <b>1</b> .....                                                      |                        | <b>3</b>  | <b>498,882</b> |
| <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>              |           |                |
| <b>c</b> Add lines <b>4a</b> and <b>4b</b> .....                                                               |                        | <b>4c</b> |                |
| <b>5</b> Total expenses. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 18.) ..... |                        | <b>5</b>  | <b>498,882</b> |

|                  |                                  |
|------------------|----------------------------------|
| <b>Part XIII</b> | <b>Supplemental Information.</b> |
|------------------|----------------------------------|

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 XII, LINE 2D - EXPENSE AMOUNTS INCLUDED IN FINANCIALS - OTHER**

|                     |    |     |
|---------------------|----|-----|
| OTHER MISCELLANEOUS | \$ | 823 |
|---------------------|----|-----|

|                  |                                             |
|------------------|---------------------------------------------|
| <b>Part XIII</b> | <b>Supplemental Information</b> (continued) |
|------------------|---------------------------------------------|

**SCHEDULE O**  
**(Form 990 or 990-EZ)**Department of the Treasury  
Internal Revenue Service

Name of the organization

**Supplemental Information to Form 990 or 990-EZ**Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

u Attach to Form 990 or 990-EZ.

u Information about Schedule O (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2014****Open to Public  
Inspection****CENTER FOR NONPROFIT EXCELLENCE**

Employer identification number

**20-3412827****FORM 990 - ORGANIZATION'S MISSION**

CENTER FOR NONPROFIT EXCELLENCE'S MISSION IS SIMPLE BUT CRITICAL TO OUR AREA'S NONPROFIT SECTOR: TO STRENGTHEN NONPROFITS TO REALIZE THE POTENTIAL OF OUR COMMUNITY.

CNE ACCOMPLISHES ITS MISSION BY EDUCATING AND BUILDING THE CAPACITY OF NONPROFIT STAFF, BOARD AND VOLUNTEERS TO EFFECTIVELY MANAGE AND LEAD THEIR ORGANIZATIONS AND TO COLLABORATE IN ORDER TO INCREASE MISSION IMPACT. IT PROMOTES:

> EFFECTIVE MANAGEMENT THROUGH EDUCATION AND TRAINING, TECHNOLOGY SUPPORT AND RESOURCE-SHARING

> STRONG LEADERSHIP THROUGH ITS BOARD DEVELOPMENT ACADEMY, BOARD ORIENTATION WORKSHOPS AND LEADERS & LEARNING CIRCLE PROGRAMS

> HEALTHY COLLABORATION BY PROVIDING TOOLS, TRAININGS, RESOURCES AND CONSULTING THAT FACILITATES COLLABORATION TO ACHIEVE BETTER RESULTS FOR THE COMMUNITY

**CNE'S KEY ACCOMPLISHMENTS IN 2014 INCLUDE:**

> ENGAGED OUR COMMUNITY OF MORE THAN 230 NONPROFIT.

> OFFERED 50 TRAININGS, WHICH WAS A 51% INCREASE FROM 2013.

> PARTICIPATION IN OFFERINGS INCREASED BY 47% TO 785 PARTICIPANTS.

> LOCAL WEBSITE USERS INCREASED BY 22%.

> MORE THAN 72,000 LOCAL SESSIONS WERE HOSTED ON THE WEBSITE.

> PARTNERED WITH THE COMMUNITY HEALTH AND WELLNESS COALITION TO PROVIDE MORE THAN 150 HOURS OF STRATEGIC CONSULTING TO STRENGTHEN ITS COLLABORATION.

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> INCREASED SUPPORT TO NONPROFIT LEADERS AND MANAGERS BY 78%

> GRADUATED 30 PARTICIPANTS FROM THE 5TH BOARD ACADEMY, BRINGING THE TOTAL GRADUATES TO 117.

FORM 990, PART III, LINE 2

CNE SOLICITS REGULAR FEEDBACK FROM ITS MEMBERS AND THE COMMUNITY TO DEVELOP NEW PROGRAM SERVICES THAT MEET IDENTIFIED NEED; IN 2014, WE INTRODUCED THE MANAGEMENT ACADEMY TO SUPPORT MANAGEMENT STAFF AND PHILANTHROPY CIRCLE, WHICH IS A NEW MODEL OF OUR LEADERSHIP DEVELOPMENT PROGRAM DIRECTED AT ADVANCEMENT PROFESSIONALS.

PHILANTHROPY CIRCLE

THROUGH RESEARCH AND PRACTICE, CNE KNOWS THAT STRONG NONPROFIT LEADERSHIP EQUALS STRONG NONPROFITS. WITH ITS LEADERSHIP DEVELOPMENT PROGRAM, CNE AIMS TO RETAIN AND CULTIVATE NONPROFIT SECTOR LEADERSHIP. IT WORKS TO PROVIDE AN OPPORTUNITY FOR LEADERS TO RECEIVE SUPPORT AND PROFESSIONAL DEVELOPMENT OPPORTUNITIES, OTHERWISE UNAVAILABLE IN OUR REGION. CNE AIMS TO BUILD THE MANAGEMENT AND LEADERSHIP COMPETENCIES NEEDED TO SUCCEED. IT AIMS TO ENSURE THAT LEADERS HAVE THE SUPPORT NETWORK THEY NEED TO REDUCE STRESS AND BURNOUT. IT ALSO AIMS TO ENCOURAGE NONPROFITS TO INTENTIONALLY PLAN FOR LEADERSHIP TRANSITIONS AND TO BUILD A PIPELINE OF NEW LEADERS.

CNE'S LEADERSHIP DEVELOPMENT PROGRAM HAS BEEN ONE OF ITS MOST SUCCESSFUL AND RAPIDLY GROWING PROGRAMS TO DATE. FOCUSING ON LEADERSHIP DEVELOPMENT AND RETENTION IS CRITICAL TO ACHIEVE CNE'S MISSION AND IMPROVE COMMUNITY OUTCOMES. RESEARCH HAS PROVEN THAT ONE OF THE MOST EFFECTIVE MODELS OF BUILDING LEADERSHIP STRENGTH IS THROUGH A PEER NETWORK WHERE PROFESSIONALS

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CAN SOLVE REAL TIME PROBLEMS WITH REAL WORLD EXPERIENCE. THE BASIC ASSUMPTION OF THE PROGRAM IS THAT THE BEST SOURCES OF RELEVANT AND PRACTICAL HELP FOR LEADERS COME FROM PEERS WHO ARE IN SIMILAR POSITIONS THROUGHOUT THE NONPROFIT SECTOR.

OUR NEWEST LEADERSHIP DEVELOPMENT PROGRAM, PHILANTHROPY CIRCLES CONSIST OF A GROUP OF UP TO SIX MEMBERS WHO MEET MONTHLY FOR FACILITATED, TWO-HOUR SESSIONS ALONG WITH A PROSCRIBED TRAINING SCHEDULE AND INDEPENDENT PROJECT WORK. THROUGH PARTICIPATION IN OUR LEADERSHIP DEVELOPMENT PROGRAM PARTICIPANTS WILL HAVE:

> INCREASED ACQUISITION OF THE FOLLOWING JOB RELATED SKILLS:

> SELF AWARENESS

> VISIONING

> MAKING DECISIONS IN-LINE WITH VALUES

> EMOTIONAL INTELLIGENCE

> CRITICAL THINKING

> FINDING OPPORTUNITIES AND TAKING ACTION

> REDUCED STRESS AND IMPROVED MORALE

> DEVELOPED CAREER AND PERFORMANCE GOALS

> INCREASED MOTIVATION AND PASSION

> INCREASED PROFESSIONAL NETWORK

#### MANAGEMENT ACADEMY

CNE LAUNCHED ITS PILOT MANAGEMENT ACADEMY IN AUGUST OF 2014. EIGHT INDIVIDUALS SERVING IN MANAGERIAL, COORDINATOR AND ASSISTANT LEVEL ROLES WITHIN NONPROFITS PARTICIPATED. THE PILOT PROGRAM WILL BE EVALUATED AND THE PROGRAM FORMERLY LAUNCHED IN AUGUST OF 2015. THE GOALS OF THE MANAGEMENT

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**CENTER FOR NONPROFIT EXCELLENCE****20-3412827****ACADEMY ARE TRIFOLD:**

- > EXPAND PARTICIPANTS' KNOWLEDGE OF CORE NONPROFIT FUNCTIONS TO PROVIDE A LAUNCHING POINT FOR FURTHER EXPLORATION IN NONPROFIT MANAGEMENT.
- > PROVIDE A COLLECTION OF MANAGEMENT TOOLS AND A VARIETY OF REFERENCE MATERIALS THAT PARTICIPANTS WILL USE IN THEIR FUTURE WORK EXPERIENCES.
- > BUILD A CADRE OF INFORMED AND ENGAGED NONPROFIT STAFF WELL-PREPARED TO EXPAND THEIR CONTRIBUTIONS TO THEIR ORGANIZATIONS; THEREBY ADDING CAPACITY TO ACHIEVE MISSION.

THE MANAGEMENT ACADEMY IS BASED ON STUDIES FROM BRIDGESPAN, COMPASSPOINT NONPROFIT SERVICES, THE ANNIE E. CASEY FOUNDATION, AND THE MEYER FOUNDATION. THEIR RESEARCH FOUND THAT NONPROFITS COMMONLY STRUGGLE WITH DEVELOPING INTERNAL LEADERSHIP. BRIDGESPAN SURVEYED OVER 500 ORGANIZATIONS ON ORGANIZATIONAL EFFECTIVENESS. MORE THAN ANY OTHER WEAKNESSES REPORTED, ORGANIZATIONS IDENTIFIED THAT LEADERSHIP DEVELOPMENT AND SUCCESSION PLANNING WERE BY FAR THEIR GREATEST WEAKNESSES BY A MARGIN OF TWO TO ONE. IDENTIFYING INTERNAL LEADERSHIP DEVELOPMENT AS A CRITICAL GAP IN THE NONPROFIT SECTOR, CNE RESEARCHED THE COMPETENCIES REQUIRED IN ORDER TO BUILD THAT PIPELINE. THE NONPROFIT ALLIANCE LEADERSHIP SURVEYED OVER 3,200 NONPROFIT LEADERS TO DETERMINE THE SKILLS REQUIRED BY NONPROFIT LEADERSHIP. MOST OF THE COMPETENCIES IDENTIFIED IN THE STUDY WERE INCORPORATED INTO THE MANAGEMENT ACADEMY CURRICULUM.

**FORM 990, PART III, LINE 4A - FIRST ACCOMPLISHMENT**

PROGRAMMING ON THE MORNING PRIOR TO THE LUNCHEON. THIS PROGRAM WAS OFFERED, FREE OF CHARGE, TO INVITED COMMUNITY AND NONPROFIT LEADERS AND INVITED STAFF AND FACULTY OF UNIVERSITY OF VIRGINIA. THIS HOUR AND A HALF PROGRAM

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WAS MODERATED BY FIELD EXPERTS AND GAVE THOSE IN ATTENDANCE AN IN-DEPTH CONVERSATION WITH A NATIONALLY RECOGNIZED LEADER IN SOCIAL INNOVATION. THIS PROGRAM GENERATED GREAT, COMMUNITY-WIDE INTEREST IN THE IDEAS HE BROUGHT FORTH AND INSPIRED MANY TO HAVE FURTHER CONVERSATION AND FACILITATED MEETINGS ON HOW WE, AS A LOCAL COMMUNITY, COULD APPLY LESSONS LEARNED AND REALIZE OUR OWN POTENTIAL THROUGH OUT OF THE BOX THINKING.

**PROGRAM ACHIEVEMENTS:**

IN 2014, MORE THAN 400 COMMUNITY LEADERS FROM THE BUSINESS, PUBLIC, AND NONPROFIT SECTORS GATHERED FOR THE EVENT, WHICH WAS ALSO FEATURED ON LOCAL TELEVISION NEWS STATIONS AND IN LOCAL ONLINE AND PRINT MEDIA.

THIS PROGRAM GENERATED GREAT, COMMUNITY-WIDE INTEREST IN THE IDEAS HE BROUGHT FORTH AND INSPIRED MANY TO HAVE FURTHER CONVERSATION AND FACILITATED MEETINGS ON HOW WE, AS A LOCAL COMMUNITY, COULD APPLY LESSONS LEARNED AND REALIZE OUR OWN POTENTIAL THROUGH OUT OF THE BOX THINKING.

FORM 990, PART III, LINE 4B - SECOND ACCOMPLISHMENT  
FROM OUR BEST PRACTICES RESOURCE LIBRARY

IN ADDITION, CNE PROVIDES REGULAR OPPORTUNITIES FOR ITS MEMBERS TO MEET, NETWORK, SHARE NEW IDEAS, AND BUILD PARTNERSHIPS. OUR MEMBERS REPORT THAT THEY JOIN AND RENEW WITH CNE BECAUSE OF THE HIGH QUALITY, TARGETED TOOLS, TRAININGS AND RESOURCES WE DEVELOP TO HELP AREA ORGANIZATIONS BE MORE EFFICIENT, MORE EFFECTIVE, MAKE THE BEST USE OF DONOR DOLLARS AND HAVE THE GREATEST IMPACT. THROUGH MEMBERSHIP, BOARD MEMBERS, STAFF AND VOLUNTEERS RECEIVE THE LOCAL, AFFORDABLE, AND CUSTOMER-FOCUSED SUPPORT THEY NEED TO

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BUILD HEALTHY ORGANIZATIONS THAT STRENGTHEN OUR COMMUNITY. MEMBER ORGANIZATIONS ALSO GAIN VALUABLE EXPOSURE IN THE COMMUNITY THROUGH MEMBER SPOTLIGHTS, WHICH ARE POSTED ON CNE'S HOMEPAGE, THROUGH CNE'S ONLINE DIRECTORIES, AND IN OUR WEEKLY NEWSLETTER THAT GOES TO MORE THAN 2,500 SUBSCRIBERS. MEMBERS ALSO CAN SUBMIT POSTINGS TO OUR ONLINE JOB, BOARD AND VOLUNTEER LISTINGS, WHICH ARE THEN FEATURED WEEKLY IN OUR ENEWSLETTER. FINALLY, MEMBERS HAVE THE OPPORTUNITY TO UTILIZE CNE'S RESOURCE-RICH LIBRARY AND RESERVE OUR TRAINING CENTER FOR MEETINGS AND CONFERENCES. ALTHOUGH CNE IS A MEMBER-DRIVEN ORGANIZATION, WE DO MAKE MANY OF OUR TRAININGS, RESOURCES AND TOOLS AVAILABLE TO THE BROADER COMMUNITY, BUT MEMBERS RECEIVE DISCOUNTED RATES AND HAVE PRIORITY ON REGISTRATION.

**PROGRAM ACHIEVEMENTS:**

BY THE END OF 2014, CNE HAD 278 MEMBERS, 236 NONPROFITS AND 42 BUSINESSES AND CONSULTANTS WHO WORK WITH OR SUPPORT THE SECTOR VIA CNE MEMBERSHIP. OUR NONPROFIT MEMBERS ARE FOCUSED ON 13 DIFFERENT ISSUES, INCLUDING HEALTH, EDUCATION, ARTS, ENVIRONMENT, AND SOCIAL JUSTICE, AND HAVE OPERATING BUDGETS THAT RANGE FROM \$50,000 TO MORE THAN \$3 MILLION. MEMBERS OF CNE REPORT GREAT VALUE IN BEING PART OF THE CNE NETWORK. CNE RECENTLY CONCLUDED ITS ANNUAL MEMBER SURVEY. WE RECEIVED RESPONSES FROM 275 MEMBERS. 96% OF RESPONDENTS INDICATED THAT CNE HAD A POSITIVE IMPACT ON THE LOCAL NONPROFIT SECTOR, WITH 73% CHOOSING "QUITE A BIT" TO "SIGNIFICANT" IMPACT. WE RECEIVED GREAT FEEDBACK - BOTH IN HOW WE ARE MEETING MEMBER NEEDS AND ALSO HOW WE CAN IMPROVE OUR SERVICES IN THE FUTURE. HERE ARE SOME KEY TAKEAWAYS:

"RESOURCES: THE TOP 3 MOST VALUABLE RESOURCES FOR OUR MEMBERS ARE 1) JOB

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POSTINGS (70%), 2) CNE'S E-NEWSLETTER (65%), AND 3) GRANT OPPORTUNITIES (55%).

"PROGRAMS: CNE PROGRAMS ARE MOST VALUABLE FOR EXECUTIVE DIRECTORS , LEAD STAFF, AND MANAGEMENT LEVEL STAFF (> 90% REPORTED MOST VALUABLE)

"ORGANIZATIONAL IMPACT: TOP 5 AREAS IN WHICH CNE HAS IMPACTED ORGANIZATIONS: DEVELOPMENT/FUNDRAISING (58%), PROFESSIONAL NETWORKING (55%), STAYING CURRENT WITH SECTOR NEWS (55%), BOARD DEVELOPMENT/GOVERNANCE (46%), COMMUNITY AWARENESS/ENGAGEMENT (42%)

"CNE IS A WONDERFUL RESOURCE FOR INFORMATION AND BEST PRACTICES FOR NONPROFITS. THEY ARE SETTING AN INDUSTRY STANDARD FOR CONDUCT AND INFORMATION SHARING. ANY TRAINING OR MATERIALS FROM CNE ARE TOP NOTCH AND ALWAYS USEFUL."

"CNE IS THE MAIN RESOURCE IN THE AREA FOR NONPROFIT EDUCATION AND NETWORKING. THERE IS NO OTHER ORGANIZATION IN PLACE CURRENTLY THAT COULD REPLICATE THE WORK CNE DOES... IT'S INCREDIBLY VALUABLE FOR EVERY SIZE NONPROFIT."

"AS EXECUTIVE DIRECTOR FOR ONE ORGANIZATION AND BOARD CHAIR FOR ANOTHER, I AM INCREASINGLY ENCOUNTERING OTHERS WHO SEEM ESPECIALLY WELL-INFORMED, SKILLED AND ENGAGED [WITH] OUR NONPROFIT WORK, AND MORE OFTEN THAN NOT, THE CONVERSATION TURNS TO CNE."

FORM 990, PART III, LINE 4C - THIRD ACCOMPLISHMENT

BOARD LEADERSHIP TO INCLUDE MORE DIVERSE PERSPECTIVES, BUT TO TRAIN, EDUCATE AND ARM THOSE LEADERS WITH THE BEST KNOWLEDGE AND PRACTICE TOOLS TO

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**GET THE JOB DONE. CNE'S BOARD ACADEMY DOES JUST THAT.**

**PROGRAM ACHIEVEMENTS:**

**THE OBJECTIVE OF THE BOARD ACADEMY IS TO PREPARE GRADUATES FOR BOARD SERVICE. NINETY-TWO PERCENT OF GRADUATES WHO RESPONDED TO OUR SURVEYS STATED THAT THEY WERE "WELL" OR "VERY WELL" PREPARED FOR BOARD SERVICE. AND AFTER ONE YEAR, 92% OF GRADUATES REPORTING STATED THAT THEY LEARNED NEW INFORMATION IN THE ACADEMY, THEY ACTED ON THE NEW INFORMATION, AND/OR THEY ACHIEVED A POSITIVE CHANGE IN THEIR ORGANIZATIONS AS A RESULT OF THE NEW INFORMATION.**

**"THE BOARD ACADEMY IS A REWARDING EXPERIENCE FOR CURRENT AND ASPIRING NON-PROFIT BOARD MEMBERS ALIKE. I WAS IMPRESSED AT THE BREADTH OF TOPICS COVERED, AT THE HIGH QUALITY OF THE TEACHING, AND AT THE PASSION OF MY FELLOW STUDENTS TO BECOMING MORE EFFECTIVE BOARD MEMBERS."**

**- TODD CABELL, BOARD CHAIR, CHARLOTTESVILLE FREE CLINIC, 2014 BDA GRADUATE**

**"I HEARTILY RECOMMEND PARTICIPATING IN THE CNE BOARD ACADEMY. CNE HAS DEVELOPED THIS COURSE TO PREPARE FOR BOARD SERVICE WITH DYNAMIC LEARNING TOOLS, MEANINGFUL READINGS, AND INSPIRING SPEAKERS. THE ACADEMY OFFERS A COMPREHENSIVE AND TOPICAL CURRICULUM INCLUDING FOCUS ON FINANCIAL PLANNING, FUNDRAISING, AND LEADERSHIP SKILLS... IF YOU HAVE A PASSION FOR SERVING ON THE BOARD OF A NONPROFIT AND MAKING A DIFFERENCE IN THE COMMUNITY, THE CNE BOARD ACADEMY IS FOR YOU!"**

**- BARBARA HIGGINS, FORMER CHIEF PLANNING OFFICER OF CFA INSTITUTE, 2014 BDA GRADUATE**

**"WOW! WHAT A FANTASTIC PROGRAM. AS A PROSPECTIVE BOARD MEMBER, I WILL NO**

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DOUBT BE MUCH MORE EFFECTIVE."

- ALAN FARR, WEBSITE MANAGER/SOCIAL MEDIA SPECIALIST, UVA SCHOOL OF  
MEDICINE,

DEPARTMENT OF RADIOLOGY AND MEDICAL IMAGING, 2014 BDA GRADUATE

FORM 990, PART III, LINE 4D - ALL OTHER ACCOMPLISHMENT

CNE SERVES AS A COOPERATING COLLECTION FOR THE FOUNDATION CENTER GIVING THE  
ENTIRE COMMUNITY FREE ACCESS TO A DATABASE OF MORE THAN 90,000 GRANT  
OPPORTUNITIES. CNE ALSO PROVIDES A LIBRARY RESOURCE CENTER WITH BOOKS AND  
PERIODICALS GERMANE TO NONPROFIT MANAGEMENT. BOOKS INCLUDE INFORMATION ON  
STRATEGIC PLANNING, GOVERNANCE, NONPROFIT FINANCIAL PRACTICES, FUNDRAISING,  
VOLUNTEER MANAGEMENT, JUST TO NAME A FEW. BOOKS MAY BE CHECKED OUT BY  
MEMBERS. IN ADDITION, WE CARRY PERIODICALS THAT ARE NOT CARRIED BY OTHER  
LOCAL LIBRARIES AND ARE TYPICALLY TOO EXPENSIVE FOR OTHER NONPROFITS TO  
AFFORD. CNE PROVIDES ONE ON ONE CONSULTATION AND TECHNICAL ASSISTANCE TO  
NONPROFIT ORGANIZATIONS BY TROUBLE-SHOOTING OR MAKING APPROPRIATE REFERRALS  
TO PROFESSIONAL CONSULTANTS. AREAS INCLUDE STRATEGIC PLANNING, GOVERNANCE  
ISSUES AND VOLUNTEER MANAGEMENT.

FORM 990, PART VI, LINE 11B - ORGANIZATION'S PROCESS TO REVIEW FORM 990  
ONCE THE ORGANIZATION'S FORM 990 IS COMPLETE, AND BEFORE IT IS FILED, THE  
BOARD IS PROVIDED WITH A COPY, AS WELL AS IRS TABLE T201, GUIDANCE FOR  
BOARD REVIEW OF FORM 990, AND ASKED TO REVIEW THE DOCUMENT. AFTER EACH  
BOARD MEMBER REVIEWS THE DOCUMENT, THAT BOARD MEMBER IS ASKED TO FILL OUT  
AN ONLINE CNE BOARD SURVEY TO CONFIRM THAT HE OR SHE ACTED AS AN  
INDEPENDENT DIRECTOR WITHOUT CONFLICT OF INTEREST DURING THE TAX YEAR. THE  
ORGANIZATION REQUIRES 100% PARTICIPATION IN THE ONLINE BOARD SURVEY AND

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MAINTAINS SURVEY RECORDS ONCE COMPLETE.

FORM 990, PART VI, LINE 12C - ENFORCEMENT OF CONFLICTS POLICY

THE CNE HAS A WRITTEN CONFLICT OF INTEREST POLICY. THAT POLICY IS INCLUDED AS A DISCUSSION ITEM ON THE AGENDA FOR THE FIRST FULL BOARD MEETING EACH YEAR, IN FEBRUARY, WHICH IS ALSO THE FIRST MEETING OF THE YEAR FOR MOST NEW BOARD MEMBERS. AFTER THE BOARD MEETING DISCUSSION, EACH BOARD MEMBER INDIVIDUALLY REVIEWS AND SIGNS THE POLICY. A SIGNED COPY OF THE POLICY IS KEPT AT THE CNE OFFICE, AS PART OF THE ORGANIZATION'S OFFICIAL RECORDS, AND IS AVAILABLE FOR REVIEW UPON REQUEST.

FORM 990, PART VI, LINE 15A - COMPENSATION PROCESS FOR TOP OFFICIAL

THE EXECUTIVE COMMITTEE OF THE BOARD OF DIRECTORS OF THE CENTER FOR NONPROFIT EXCELLENCE IS CHARGED WITH THE RESPONSIBILITY OF MAKING RECOMMENDATIONS RE: THE SALARY OF THE EXECUTIVE DIRECTOR TO THE BOARD OF DIRECTORS AS PART OF THE ANNUAL BUDGET DEVELOPMENT AND APPROVAL PROCESS. IN FULFILLING THIS RESPONSIBILITY, THE COMMITTEE CONSIDERS A NUMBER OF RELATED FACTORS, INCLUDING THE FOLLOWING.

EVALUATION OF QUALITY OF PERFORMANCE. THE COMMITTEE, CONSISTING ENTIRELY OF INDEPENDENT INDIVIDUALS, CONDUCTS AN INFORMAL EVALUATION OF THE EXECUTIVE DIRECTOR'S PERFORMANCE AS NEEDED, AND A FORMAL EVALUATION, WHICH HAS BEEN DEVELOPED BY THE EXECUTIVE COMMITTEE, IN THE FALL OF EACH YEAR. IN PREPARATION FOR THE FORMAL EVALUATION, THE DIRECTOR GIVES THE COMMITTEE A WRITTEN REPORT OF THEIR ACCOMPLISHMENTS, SENSE OF THEIR STRONG POINTS, AND IDENTIFIES ANY AREA (S) WHERE THEY BELIEVE IMPROVEMENT IS NEEDED. IN ADDITION TO THE EXECUTIVE COMMITTEE'S REVIEW OF PERFORMANCE, EACH MEMBER OF THE BOARD OF DIRECTORS COMPLETES AN ANONYMOUS EVALUATION OF THE EXECUTIVE

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DIRECTOR, WHICH IS TABULATED BY THE CHAIR OF THE EXECUTIVE COMMITTEE, AND INCLUDED IN THE OVERALL ASSESSMENT DONE BY THE COMMITTEE. THE FINDINGS OF THE EVALUATION ARE SHARED WITH THE BOARD WHICH THEN CONFIRMS OR ADJUSTS THE RECOMMENDED SALARY INCREASE.

THE EXECUTIVE COMMITTEE AND THE PRESIDENT OF THE BOARD OF DIRECTORS THEN MEETS WITH THE EXECUTIVE DIRECTOR FOR A FORMAL EVALUATION.

REVIEW OF CURRENT SALARY RANGES AND COMPARISON TO OTHER NONPROFITS IN THE AREA. TO ARRIVE AT FAIR COMPENSATION, THE COMMITTEE REVIEWS PERIODICALLY THE SALARY RANGES OF NONPROFIT ORGANIZATIONS IN THE AREA INCLUDING USE OF INDEPENDENT SALARY SURVEYS, COMPARES WHERE WE ARE ON THE SCALE, AND THEN RECOMMENDS TO THE BOARD ANY COMPENSATION ADJUSTMENT. IT IS THE CENTER'S BELIEF THAT FAIR AND JUST COMPENSATION IS IN THE BEST INTEREST OF THE CNE AS A RETENTION AND RECRUITMENT STRATEGY.

IN DETERMINING THE SALARY FOR THE EXECUTIVE DIRECTOR, CONSIDERATION SHOULD BE GIVEN TO THE DIRECTOR'S VISION FOR THE FUTURE OF THE CNE, AND THE ABILITY TO DEVELOP AND SUSTAIN THE CNE TO ACHIEVE THAT VISION.

MINUTES OF COMMITTEE MEETINGS ARE KEPT TO INSURE CONTEMPORANEOUS SUBSTANTIATION IS DOCUMENTED.

FORM 990, PART VI, LINE 19 - GOVERNING DOCUMENTS DISCLOSURE EXPLANATION  
THE CNE MAINTAINS ITS GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY AND FINANCIAL STATEMENTS AT ITS BUSINESS ADDRESS AND MAKES THESE DOCUMENTS AVAILABLE TO THE PUBLIC UPON REQUEST DURING NORMAL BUSINESS HOURS. IT ALSO POSTS ITS ANNUAL IRS FORM 990 AND AUDIT REPORT ON ITS WEBSITE.

Form **4562**Department of the Treasury  
Internal Revenue Service (99)**Depreciation and Amortization**  
(Including Information on Listed Property)

u Attach to your tax return.

u Information about Form 4562 and its separate instructions is at [www.irs.gov/form4562](http://www.irs.gov/form4562).

OMB No. 1545-0172

**2014**Attachment  
Sequence No. **179**

Name(s) shown on return

**CENTER FOR NONPROFIT EXCELLENCE**

Identifying number

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Business or activity to which this form relates

**INDIRECT DEPRECIATION****Part I Election To Expense Certain Property Under Section 179****Note:** If you have any listed property, complete Part V before you complete Part I.

|           |                                                                                                                                         |                              |                  |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------|
| <b>1</b>  | Maximum amount (see instructions)                                                                                                       | <b>1</b>                     | <b>500,000</b>   |
| <b>2</b>  | Total cost of section 179 property placed in service (see instructions)                                                                 | <b>2</b>                     |                  |
| <b>3</b>  | Threshold cost of section 179 property before reduction in limitation (see instructions)                                                | <b>3</b>                     | <b>2,000,000</b> |
| <b>4</b>  | Reduction in limitation. Subtract line 3 from line 2. If zero or less, enter -0-                                                        | <b>4</b>                     |                  |
| <b>5</b>  | Dollar limitation for tax year. Subtract line 4 from line 1. If zero or less, enter -0-. If married filing separately, see instructions | <b>5</b>                     |                  |
| <b>6</b>  | (a) Description of property                                                                                                             | (b) Cost (business use only) | (c) Elected cost |
| <b>7</b>  | Listed property. Enter the amount from line 29                                                                                          | <b>7</b>                     |                  |
| <b>8</b>  | Total elected cost of section 179 property. Add amounts in column (c), lines 6 and 7                                                    | <b>8</b>                     |                  |
| <b>9</b>  | Tentative deduction. Enter the <b>smaller</b> of line 5 or line 8                                                                       | <b>9</b>                     |                  |
| <b>10</b> | Carryover of disallowed deduction from line 13 of your 2013 Form 4562                                                                   | <b>10</b>                    |                  |
| <b>11</b> | Business income limitation. Enter the smaller of business income (not less than zero) or line 5 (see instructions)                      | <b>11</b>                    |                  |
| <b>12</b> | Section 179 expense deduction. Add lines 9 and 10, but do not enter more than line 11                                                   | <b>12</b>                    |                  |
| <b>13</b> | Carryover of disallowed deduction to 2015. Add lines 9 and 10, less line 12                                                             | <b>13</b>                    |                  |

**Note:** Do not use Part II or Part III below for listed property. Instead, use Part V.**Part II Special Depreciation Allowance and Other Depreciation (Do not include listed property.) (See instructions.)**

|           |                                                                                                                                             |           |              |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------|
| <b>14</b> | Special depreciation allowance for qualified property (other than listed property) placed in service during the tax year (see instructions) | <b>14</b> |              |
| <b>15</b> | Property subject to section 168(f)(1) election                                                                                              | <b>15</b> |              |
| <b>16</b> | Other depreciation (including ACRS)                                                                                                         | <b>16</b> | <b>4,658</b> |

**Part III MACRS Depreciation (Do not include listed property.) (See instructions.)****Section A**

|           |                                                                                                                                                                                       |           |              |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------|
| <b>17</b> | MACRS deductions for assets placed in service in tax years beginning before 2014                                                                                                      | <b>17</b> | <b>4,695</b> |
| <b>18</b> | If you are electing to group any assets placed in service during the tax year into one or more general asset accounts, check here <input type="checkbox"/> u <input type="checkbox"/> |           |              |

**Section B—Assets Placed in Service During 2014 Tax Year Using the General Depreciation System**

| (a) Classification of property        | (b) Month and year placed in service | (c) Basis for depreciation (business/investment use only—see instructions) | (d) Recovery period | (e) Convention | (f) Method   | (g) Depreciation deduction |
|---------------------------------------|--------------------------------------|----------------------------------------------------------------------------|---------------------|----------------|--------------|----------------------------|
| <b>19a</b> 3-year property            |                                      |                                                                            |                     |                |              |                            |
| <b>b</b> 5-year property              |                                      | <b>1,123</b>                                                               | <b>5.0</b>          | <b>HY</b>      | <b>200DB</b> | <b>225</b>                 |
| <b>c</b> 7-year property              |                                      |                                                                            |                     |                |              |                            |
| <b>d</b> 10-year property             |                                      |                                                                            |                     |                |              |                            |
| <b>e</b> 15-year property             |                                      |                                                                            |                     |                |              |                            |
| <b>f</b> 20-year property             |                                      |                                                                            |                     |                |              |                            |
| <b>g</b> 25-year property             |                                      |                                                                            | 25 yrs.             |                | S/L          |                            |
| <b>h</b> Residential rental property  |                                      |                                                                            | 27.5 yrs.           | MM             | S/L          |                            |
|                                       |                                      |                                                                            | 27.5 yrs.           | MM             | S/L          |                            |
| <b>i</b> Nonresidential real property |                                      |                                                                            | 39 yrs.             | MM             | S/L          |                            |
|                                       |                                      |                                                                            |                     | MM             | S/L          |                            |

**Section C—Assets Placed in Service During 2014 Tax Year Using the Alternative Depreciation System**

|                       |  |  |         |    |     |  |
|-----------------------|--|--|---------|----|-----|--|
| <b>20a</b> Class life |  |  |         |    | S/L |  |
| <b>b</b> 12-year      |  |  | 12 yrs. |    | S/L |  |
| <b>c</b> 40-year      |  |  | 40 yrs. | MM | S/L |  |

**Part IV Summary (See instructions.)**

|           |                                                                                                                                                                                                                   |           |              |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------|
| <b>21</b> | Listed property. Enter amount from line 28                                                                                                                                                                        | <b>21</b> |              |
| <b>22</b> | <b>Total.</b> Add amounts from line 12, lines 14 through 17, lines 19 and 20 in column (g), and line 21. Enter here and on the appropriate lines of your return. Partnerships and S corporations—see instructions | <b>22</b> | <b>9,578</b> |
| <b>23</b> | For assets shown above and placed in service during the current year, enter the portion of the basis attributable to section 263A costs                                                                           | <b>23</b> |              |

For Paperwork Reduction Act Notice, see separate instructions.

Form **4562** (2014)

DAA

**THERE ARE NO AMOUNTS FOR PAGE 2**