

PUBLIC DISCLOSURE COPY

Form **990**

**Return of Organization Exempt From Income Tax**

OMB No. 1545-0047

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

**2021**

Department of the Treasury  
Internal Revenue Service

▶ Do not enter social security numbers on this form as it may be made public.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

**Open to Public Inspection**

**A For the 2021 calendar year, or tax year beginning** , 2021, and ending , 20

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

**C** Name of organization ECMC FOUNDATION  
 Doing business as \_\_\_\_\_  
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite  
111 WASHINGTON AVE SO 1400  
 City or town, state or province, country, and ZIP or foreign postal code  
MINNEAPOLIS, MN 55401

**D** Employer identification number  
41-1990628

**E** Telephone number  
(651) 221-0566

**F** Name and address of principal officer: PETER J. TAYLOR  
SAME AS C ABOVE

**G** Gross receipts \$ 46,859,234

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

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

**J** Website: ▶ WWW.ECMCFUNDATION.ORG

**K** Form of organization:  Corporation  Trust  Association  Other ▶ \_\_\_\_\_

**L** Year of formation: 2000 **M** State of legal domicile: DE

**Part I Summary**

<b>Activities &amp; Governance</b>	<b>1</b>	Briefly describe the organization's mission or most significant activities: <u>ECMC FOUNDATION IS A GRANTMAKING FOUNDATION FOCUSED ON IMPROVING HIGHER EDUCATION AND CAREER SUCCESS AMONG UNDERSERVED POPULATIONS THROUGH EVIDENCE-BASED INNOVATION.</u>		
	<b>2</b>	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	<b>3</b>	Number of voting members of the governing body (Part VI, line 1a)	<b>3</b>	<b>11</b>
	<b>4</b>	Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b>	<b>9</b>
	<b>5</b>	Total number of individuals employed in calendar year 2021 (Part V, line 2a)	<b>5</b>	<b>17</b>
	<b>6</b>	Total number of volunteers (estimate if necessary)	<b>6</b>	<b>0</b>
	<b>7a</b>	Total unrelated business revenue from Part VIII, column (C), line 12	<b>7a</b>	<b>0</b>
<b>b</b>	Net unrelated business taxable income from Form 990-T, Part I, line 11	<b>7b</b>	<b>0</b>	
<b>Revenue</b>	<b>8</b>	Contributions and grants (Part VIII, line 1h)	<b>Prior Year</b> 47,069,000	<b>Current Year</b> 46,843,000
	<b>9</b>	Program service revenue (Part VIII, line 2g)		0
	<b>10</b>	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	(116,878)	13,884
	<b>11</b>	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	51,429	2,350
	<b>12</b>	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	47,003,551	46,859,234
<b>Expenses</b>	<b>13</b>	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	51,544,257	41,805,573
	<b>14</b>	Benefits paid to or for members (Part IX, column (A), line 4)		
	<b>15</b>	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	3,699,007	4,084,482
	<b>16a</b>	Professional fundraising fees (Part IX, column (A), line 11e)	0	0
	<b>b</b>	Total fundraising expenses (Part IX, column (D), line 25) ▶ <u>0</u>		
	<b>17</b>	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	1,702,210	2,253,037
<b>18</b>	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	56,945,474	48,143,092	
<b>19</b>	Revenue less expenses. Subtract line 18 from line 12	(9,941,923)	(1,283,858)	
<b>Net Assets or Fund Balances</b>	<b>20</b>	Total assets (Part X, line 16)	<b>Beginning of Current Year</b> 828,576,280	<b>End of Year</b> 1,089,464,777
	<b>21</b>	Total liabilities (Part X, line 26)	26,248,343	27,344,950
	<b>22</b>	Net assets or fund balances. Subtract line 21 from line 20	802,327,937	1,062,119,827

**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 \_\_\_\_\_  
MARTIN A SCANLON, CFO & TREASURER  
 Type or print name and title

**Paid Preparer Use Only**

Print/Type preparer's name Preparer's signature Date Check  if self-employed PTIN  
JASON DIVINE \_\_\_\_\_ \_\_\_\_\_  P01076050  
 Firm's name ▶ KPMG LLP Firm's EIN ▶ 13-5565207  
 Firm's address ▶ 4200 WELLS FARGO CENTER, 90 SOUTH SEVENTH ST, MINNEAPOLIS, MN 55402 Phone no. (612) 305-5000

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

**Part III Statement of Program Service Accomplishments**

Check if Schedule O contains a response or note to any line in this Part III  Yes  No

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

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

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

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

**4a** (Code: ) (Expenses \$ 15,475,220 including grants of \$ 15,475,220 ) (Revenue \$ 0 )  
COLLEGE SUCCESS.  
THE FOUNDATION SUPPORTS THREE FOCUS AREAS: COLLEGE SUCCESS, CAREER READINESS AND EDUCATION INNOVATION VENTURES; AND USES A SPECTRUM OF FUNDING STRUCTURES, INCLUDING STRATEGIC GRANTMAKING AND PROGRAM-RELATED INVESTMENTS. SINCE INCEPTION, THE FOUNDATION HAS PROVIDED FUNDING IN 49 STATES.

THE COLLEGE SUCCESS FOCUS AREA SEEKS TO INCREASE PERSISTENCE AND GRADUATION RATES OF STUDENTS WHO FACE SYSTEMIC CHALLENGES IN EARNING A BACHELOR'S DEGREE. THESE STUDENTS INCLUDE, BUT ARE NOT LIMITED TO, FIRST-GENERATION COLLEGE STUDENTS, STUDENTS FROM LOW-INCOME BACKGROUNDS AND STUDENTS OF COLOR. THE PROGRAM FUNDS POSTSECONDARY PROGRAMS AND INITIATIVES THAT IMPROVE AND SCALE SYSTEMIC REFORMS AND SUPPORTS TO INCREASE STUDENT SUCCESS AT POSTSECONDARY INSTITUTIONS;  
(CONTINUED ON SCHEDULE O)

**4b** (Code: ) (Expenses \$ 14,654,999 including grants of \$ 14,654,999 ) (Revenue \$ 0 )  
CAREER READINESS.  
THE FOUNDATION SUPPORTS THREE FOCUS AREAS: COLLEGE SUCCESS, CAREER READINESS AND EDUCATION INNOVATION VENTURES; AND USES A SPECTRUM OF FUNDING STRUCTURES, INCLUDING STRATEGIC GRANTMAKING AND PROGRAM-RELATED INVESTMENTS. SINCE INCEPTION, THE FOUNDATION HAS PROVIDED FUNDING IN 49 STATES.

THE CAREER READINESS FOCUS AREA SUPPORTS INNOVATIVE APPROACHES AND PROMISING PRACTICES TO IMPROVE THE SUCCESS OF STUDENTS FROM UNDERSERVED BACKGROUNDS SEEKING ACADEMIC CREDENTIALS IN POSTSECONDARY CAREER AND TECHNICAL EDUCATION (CTE) PROGRAMS. GRANTS MADE AS PART OF THE CAREER READINESS FOCUS AREA FUND PROJECTS, PROGRAMS AND INITIATIVES THAT AIM TO ENABLE INSTITUTIONS AND ORGANIZATIONS TO IMPLEMENT INNOVATIVE APPROACHES TO IMPROVING POSTSECONDARY CTE (E.G.,  
(CONTINUED ON SCHEDULE O)

**4c** (Code: ) (Expenses \$ 1,131,264 including grants of \$ 1,104,004 ) (Revenue \$ 0 )  
EDUCATION INNOVATION VENTURES.  
THE FOUNDATION SUPPORTS THREE FOCUS AREAS: COLLEGE SUCCESS, CAREER READINESS AND EDUCATION INNOVATION VENTURES; AND USES A SPECTRUM OF FUNDING STRUCTURES, INCLUDING STRATEGIC GRANTMAKING AND PROGRAM-RELATED INVESTMENTS. SINCE INCEPTION, THE FOUNDATION HAS PROVIDED FUNDING IN 49 STATES.

ECMC FOUNDATION'S EDUCATION INNOVATION VENTURES (EIV) PROGRAM MAKES BELOW-MARKET-RATE INVESTMENTS INTO NONPROFIT AND FOR-PROFIT VENTURES THAT SEEK TO GENERATE BOTH SOCIAL IMPACT AND FINANCIAL RETURNS. COMPLEMENTING ECMC FOUNDATION'S STRATEGIC GRANTMAKING, THE EIV PROGRAM USES A FULL SPECTRUM OF PROGRAM-RELATED INVESTMENTS, INCLUDING DEBT AND EQUITY INSTRUMENTS, TO PROVIDE CATALYTIC, RISK CAPITAL TO EARLY-STAGE VENTURES WORKING TO INCREASE POSTSECONDARY EDUCATIONAL  
(CONTINUED ON SCHEDULE O)

**4d** Other program services (Describe on Schedule O.)  
(Expenses \$ 14,168,920 including grants of \$ 10,571,350 ) (Revenue \$ 670 )

**4e** Total program service expenses ▶ 45,430,403

**Part IV Checklist of Required Schedules**

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

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

	Yes	No
<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? <i>If "Yes," complete Schedule I, Parts I and III</i>		✓
<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? <i>If "Yes," complete Schedule J</i>	✓	
<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? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		✓
<b>b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
<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>d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
<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? <i>If "Yes," complete Schedule L, Part I</i>		✓
<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? <i>If "Yes," complete Schedule L, Part I</i>		✓
<b>26</b> Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>		✓
<b>27</b> Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>		✓
<b>28</b> Was the organization a party to a business transaction with one of the following parties (see the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):		
<b>a</b> A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>		✓
<b>b</b> A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>		✓
<b>c</b> A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>		✓
<b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		✓
<b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		✓
<b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		✓
<b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		✓
<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? <i>If "Yes," complete Schedule R, Part I</i>		✓
<b>34</b> Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	✓	
<b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)?		✓
<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)? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
<b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		✓
<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? <i>If "Yes," complete Schedule R, Part VI</i>		✓
<b>38</b> Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? <b>Note:</b> All Form 990 filers are required to complete Schedule O	✓	

**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>b</b> Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable		
<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>Part V</b> Statements Regarding Other IRS Filings and Tax Compliance <i>(continued)</i>		Yes	No		
<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>	17		
<b>b</b>	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <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>3a</b>	Did the organization have unrelated business gross income of \$1,000 or more during the year?	<b>3a</b>			✓
<b>b</b>	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on 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>b</b>	If "Yes," enter the name of the foreign country ▶ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).				
<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>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>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>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</b>	<b>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>b</b>	If "Yes," did the organization notify the donor of the value of the goods or services provided?	<b>7b</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>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>f</b>	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	<b>7f</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>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>8</b>	<b>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</b>	<b>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</b>	<b>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</b>	<b>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</b>	<b>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</b>	<b>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? <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>b</b>	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	<b>14b</b>			
<b>15</b>	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	<b>15</b>			✓
<b>16</b>	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	<b>16</b>			✓
<b>17</b>	<b>Section 501(c)(21) organizations.</b> Did the trust, any disqualified person, or mine operator engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? If "Yes," complete Form 6069.	<b>17</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 on 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 . . . . . If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.		
	<b>1a</b> 11		
<b>b</b>	Enter the number of voting members included on line 1a, above, who are independent . . . . .		
	<b>1b</b> 9		
<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? . . . . .	<input checked="" type="checkbox"/>	
<b>3</b>	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person? . . . . .		<input checked="" type="checkbox"/>
<b>4</b>	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? . . . . .		<input checked="" type="checkbox"/>
<b>5</b>	Did the organization become aware during the year of a significant diversion of the organization's assets? . . . . .		<input checked="" type="checkbox"/>
<b>6</b>	Did the organization have members or stockholders? . . . . .	<input checked="" type="checkbox"/>	
<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? . . . . .	<input checked="" type="checkbox"/>	
<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? . . . . .	<input checked="" type="checkbox"/>	
<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? . . . . .	<input checked="" type="checkbox"/>	
<b>b</b>	Each committee with authority to act on behalf of the governing body? . . . . .	<input checked="" type="checkbox"/>	
<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 on Schedule O . . . . .		<input checked="" type="checkbox"/>

**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? . . . . .		<input checked="" type="checkbox"/>
<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? . . . . .	<input checked="" type="checkbox"/>	
<b>b</b>	Describe on 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 . . . . .	<input checked="" type="checkbox"/>	
<b>b</b>	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? . . . . .	<input checked="" type="checkbox"/>	
<b>c</b>	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done. . . . .	<input checked="" type="checkbox"/>	
<b>12c</b>		<input checked="" type="checkbox"/>	
<b>13</b>	Did the organization have a written whistleblower policy? . . . . .	<input checked="" type="checkbox"/>	
<b>14</b>	Did the organization have a written document retention and destruction policy? . . . . .	<input checked="" type="checkbox"/>	
<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 . . . . .	<input checked="" type="checkbox"/>	
<b>b</b>	Other officers or key employees of the organization . . . . .	<input checked="" type="checkbox"/>	
	If "Yes" to line 15a or 15b, describe the process on 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? . . . . .		<input checked="" type="checkbox"/>
<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 ► CA
- 18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
 Own website     Another's website     Upon request     Other (explain on Schedule O)
- 19** Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records ►  
 MARTIN A. SCANLON, 111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401, (651) 221-0566

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

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

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

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

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

See the instructions for the order in which to list the persons above.

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
<b>(1)</b> GREGORY A. VAN GUILDER FORMER CFO NOT PAID BY FOUNDATION; CURRENT CIO, ECMC GROUP	0.0 40.0						✓	0	1,338,903	106,613
<b>(2)</b> JEREMY J. WHEATON PRESIDENT & CEO, ECMC GROUP, INC. (UNTIL 07-02-22)	0.0 40.0	✓						0	1,241,931	121,714
<b>(3)</b> DANIEL S. FISHER GROUP PRES & CEO (EFF. 07-03-22); GROUP GC & CORP SEC NOT PAID BY FND & ECMC PRES (UN	0.0 40.0			✓				0	823,522	100,834
<b>(4)</b> PETER J. TAYLOR PRESIDENT & DIRECTOR, ECMC FOUNDATION	40.0 0.0	✓		✓				679,533	0	153,241
<b>(5)</b> MARTIN A. SCANLON CFO & TREASURER NOT PAID BY FOUNDATION	0.0 40.0			✓				0	709,896	91,649
<b>(6)</b> LYNN ALVAREZ VP, FOUNDATION PROGRAMS AND STRATEGY	40.0 0.0			✓				302,089	0	53,641
<b>(7)</b> JAMES V. MCKEON BOARD CHAIR NOT PAID BY FOUNDATION	2.0 15.0	✓						0	193,750	0
<b>(8)</b> JENNIFER E. ZEISLER SR DIR, PROGRAM MANAGEMENT	40.0 0.0					✓		163,522	0	30,212
<b>(9)</b> JESSICA E. HASELTON DIR, PROGRAM-RELATED INVESTMENTS	40.0 0.0					✓		132,942	0	50,657
<b>(10)</b> SARAH BELNICK SR DIR, PROGRAM MANAGEMENT	40.0 0.0					✓		147,575	0	29,347
<b>(11)</b> MAURICE M. SALTER DIRECTOR NOT PAID BY FOUNDATION	1.0 9.0	✓						0	157,500	0
<b>(12)</b> JULIA S. GOUW DIRECTOR NOT PAID BY FOUNDATION	1.0 8.0	✓						0	155,000	0
<b>(13)</b> LORAIN PARK MGR, LEARNING AND IMPACT	40.0 0.0					✓		117,897	0	35,091
<b>(14)</b> ALISSA SANTORO OFFICE MANAGER & EXECUTIVE ASSISTANT	40.0 0.0					✓		122,044	0	20,879

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15) K. PAUL SINGH DIRECTOR NOT PAID BY FOUNDATION	1.0 12.0	<input checked="" type="checkbox"/>						0	142,500	0
(16) DIANA J. INGRAM DIRECTOR NOT PAID BY FOUNDATION	1.0 9.0	<input checked="" type="checkbox"/>						0	138,750	0
(17) JACK O'CONNELL DIRECTOR NOT PAID BY FOUNDATION	2.0 6.0	<input checked="" type="checkbox"/>						0	135,000	0
(18) DEREK LANGHAUSER DIRECTOR NOT PAID BY FOUNDATION	2.0 8.0	<input checked="" type="checkbox"/>						0	130,000	0
(19) JENNIFER ANDERSON DIRECTOR NOT PAID BY FOUNDATION	1.0 8.0	<input checked="" type="checkbox"/>						0	91,875	0
(20) JAMES RUNCIE DIRECTOR NOT PAID BY FOUNDATION	1.0 9.0	<input checked="" type="checkbox"/>						0	86,250	0
(21) JOHN F. DEPODESTA FORMER BOARD CHAIR NOT PAID BY FOUNDATION	0.0 0.0						<input checked="" type="checkbox"/>	0	75,000	0
(22) ROBERTA COOPER RAMO FORMER DIRECTOR NOT PAID BY FOUNDATION	0.0 0.0						<input checked="" type="checkbox"/>	0	60,000	0
(23) I. KING JORDAN FORMER DIRECTOR NOT PAID BY FOUNDATION	0.0 0.0						<input checked="" type="checkbox"/>	0	30,000	0
(24)										
(25)										
<b>1b Subtotal</b>								1,665,602	5,509,877	793,878
<b>c Total from continuation sheets to Part VII, Section A</b>								0	0	0
<b>d Total (add lines 1b and 1c)</b>								1,665,602	5,509,877	793,878

**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 **7**

	Yes	No
<b>3</b> Did the organization list any <b>former</b> officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<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? <i>If "Yes," complete Schedule J for such individual</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<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? <i>If "Yes," complete Schedule J for such person</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**Section B. Independent Contractors**

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

(A) Name and business address	(B) Description of services	(C) Compensation
INDIGO EVENTS LLC, 48 YALE ST, MAPLEWOOD, NJ 07040	CONSULTING SERVICES	230,113

**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 **1**

**Part VIII Statement of Revenue**

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

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
<b>Contributions, Gifts, Grants, and Other Similar Amounts</b>	<b>1a</b>	Federated campaigns . . . . .	<b>1a</b>					
	<b>b</b>	Membership dues . . . . .	<b>1b</b>					
	<b>c</b>	Fundraising events . . . . .	<b>1c</b>					
	<b>d</b>	Related organizations . . . . .	<b>1d</b>	46,843,000				
	<b>e</b>	Government grants (contributions)	<b>1e</b>					
	<b>f</b>	All other contributions, gifts, grants, and similar amounts not included above	<b>1f</b>					
	<b>g</b>	Noncash contributions included in lines 1a-1f . . . . .	<b>1g</b>	\$				
	<b>h</b>	<b>Total.</b> Add lines 1a-1f . . . . . ▶		46,843,000				
	<b>Program Service Revenue</b>				Business Code			
<b>2a</b>		-----						
<b>b</b>		-----						
<b>c</b>		-----						
<b>d</b>		-----						
<b>e</b>		-----						
<b>f</b>		All other program service revenue . .		0	0	0	0	
<b>g</b>	<b>Total.</b> Add lines 2a-2f . . . . . ▶		0					
<b>Other Revenue</b>	<b>3</b>	Investment income (including dividends, interest, and other similar amounts) . . . . . ▶		13,884			13,884	
	<b>4</b>	Income from investment of tax-exempt bond proceeds ▶						
	<b>5</b>	Royalties . . . . . ▶						
	<b>6a</b>	Gross rents . . . . .	<b>6a</b>	(i) Real	(ii) Personal			
				<b>6b</b>	Less: rental expenses			
				<b>6c</b>	Rental income or (loss)	0	0	
	<b>d</b>	Net rental income or (loss) . . . . . ▶						
	<b>7a</b>	Gross amount from sales of assets other than inventory	<b>7a</b>	(i) Securities	(ii) Other			
				<b>7b</b>	Less: cost or other basis and sales expenses . . . . .			
				<b>7c</b>	Gain or (loss) . . . . .	0	0	
	<b>d</b>	Net gain or (loss) . . . . . ▶						
	<b>8a</b>	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 . . . . .	<b>8a</b>					
	<b>b</b>	Less: direct expenses . . . . .	<b>8b</b>					
	<b>c</b>	Net income or (loss) from fundraising events . . ▶						
	<b>9a</b>	Gross income from gaming activities. See Part IV, line 19 . . . . .	<b>9a</b>					
	<b>b</b>	Less: direct expenses . . . . .	<b>9b</b>					
	<b>c</b>	Net income or (loss) from gaming activities . . . ▶						
<b>10a</b>	Gross sales of inventory, less returns and allowances . . . . .	<b>10a</b>						
			<b>10b</b>	Less: cost of goods sold . . . . .				
			<b>c</b>	Net income or (loss) from sales of inventory . . . ▶				
<b>Miscellaneous Revenue</b>				Business Code				
	<b>11a</b>	INTERCOMPANY SERVICING REVENUE	900099	1,680			1,680	
	<b>b</b>	MISCELLANEOUS REVENUE	900099	670	670			
	<b>c</b>	-----						
	<b>d</b>	All other revenue . . . . .		0	0	0	0	
<b>e</b>	<b>Total.</b> Add lines 11a-11d . . . . . ▶		2,350					
<b>12</b>	<b>Total revenue.</b> See instructions . . . . . ▶		46,859,234	670	0	15,564		

**Part IX Statement of Functional Expenses**

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

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

**Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.**

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
<b>1</b> Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 . . . . .	41,805,573	41,805,573		
<b>2</b> Grants and other assistance to domestic individuals. See Part IV, line 22 . . . . .				
<b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 . . . . .				
<b>4</b> Benefits paid to or for members . . . . .				
<b>5</b> Compensation of current officers, directors, trustees, and key employees . . . . .	1,188,504		1,188,504	
<b>6</b> Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .				
<b>7</b> Other salaries and wages . . . . .	2,387,955	2,270,104	117,851	
<b>8</b> Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) . . . . .	112,924	107,351	5,573	
<b>9</b> Other employee benefits . . . . .	231,459	220,036	11,423	
<b>10</b> Payroll taxes . . . . .	163,640	155,564	8,076	
<b>11</b> Fees for services (nonemployees):				
<b>a</b> Management . . . . .				
<b>b</b> Legal . . . . .	49,446	36,568	12,878	
<b>c</b> Accounting . . . . .	56,950		56,950	
<b>d</b> Lobbying . . . . .				
<b>e</b> Professional fundraising services. See Part IV, line 17 . . . . .				
<b>f</b> Investment management fees . . . . .				
<b>g</b> Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.) . . . . .	1,098,922	106,252	992,670	0
<b>12</b> Advertising and promotion . . . . .				
<b>13</b> Office expenses . . . . .	259,582	199,721	59,861	
<b>14</b> Information technology . . . . .	166,803	153,220	13,583	
<b>15</b> Royalties . . . . .				
<b>16</b> Occupancy . . . . .	357,379	295,821	61,558	
<b>17</b> Travel . . . . .	33,677	8,926	24,751	
<b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .				
<b>19</b> Conferences, conventions, and meetings . . . . .	113,137	12,944	100,193	
<b>20</b> Interest . . . . .				
<b>21</b> Payments to affiliates . . . . .				
<b>22</b> Depreciation, depletion, and amortization . . . . .	70,095	58,021	12,074	
<b>23</b> Insurance . . . . .	43,233		43,233	
<b>24</b> Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.) . . . . .				
<b>a</b> MISCELLANEOUS EXPENSE . . . . .	3,813	302	3,511	
<b>b</b> . . . . .				
<b>c</b> . . . . .				
<b>d</b> . . . . .				
<b>e</b> All other expenses . . . . .	0	0	0	0
<b>25</b> <b>Total functional expenses.</b> Add lines 1 through 24e . . . . .	48,143,092	45,430,403	2,712,689	0
<b>26</b> <b>Joint costs.</b> 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) Beginning of year		(B) End of year
<b>Assets</b>	<b>1</b> Cash—non-interest-bearing . . . . .	11,341,592	<b>1</b>	9,324,068
	<b>2</b> Savings and temporary cash investments . . . . .		<b>2</b>	
	<b>3</b> Pledges and grants receivable, net . . . . .		<b>3</b>	
	<b>4</b> Accounts receivable, net . . . . .	4,891	<b>4</b>	5,329
	<b>5</b> Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons . . . . .	0	<b>5</b>	0
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B) . . . . .	0	<b>6</b>	0
	<b>7</b> Notes and loans receivable, net . . . . .		<b>7</b>	
	<b>8</b> Inventories for sale or use . . . . .		<b>8</b>	
	<b>9</b> Prepaid expenses and deferred charges . . . . .	6,196	<b>9</b>	202,880
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D . . . . .	<b>10a</b> 236,540		
	<b>b</b> Less: accumulated depreciation . . . . .	<b>10b</b> 69,219	200,189	<b>10c</b> 167,321
	<b>11</b> Investments—publicly traded securities . . . . .		<b>11</b>	
	<b>12</b> Investments—other securities. See Part IV, line 11 . . . . .	811,847,040	<b>12</b>	1,072,454,019
	<b>13</b> Investments—program-related. See Part IV, line 11 . . . . .	5,176,372	<b>13</b>	7,311,160
	<b>14</b> Intangible assets . . . . .		<b>14</b>	
	<b>15</b> Other assets. See Part IV, line 11 . . . . .	0	<b>15</b>	0
<b>16 Total assets.</b> Add lines 1 through 15 (must equal line 33) . . . . .	828,576,280	<b>16</b>	1,089,464,777	
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses . . . . .	509,302	<b>17</b>	522,533
	<b>18</b> Grants payable . . . . .	25,514,873	<b>18</b>	26,246,740
	<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 any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons . . . . .	0	<b>22</b>	0
	<b>23</b> Secured mortgages and notes payable to unrelated third parties . . . . .		<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 parties, and other liabilities not included on lines 17–24). Complete Part X of Schedule D . . . . .	224,168	<b>25</b>	575,677
	<b>26 Total liabilities.</b> Add lines 17 through 25 . . . . .	26,248,343	<b>26</b>	27,344,950
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow FASB ASC 958, check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27, 28, 32, and 33.</b>			
	<b>27</b> Net assets without donor restrictions . . . . .	802,327,937	<b>27</b>	1,062,119,827
	<b>28</b> Net assets with donor restrictions . . . . .		<b>28</b>	
	<b>Organizations that do not follow FASB ASC 958, check here</b> <input type="checkbox"/> <b>and complete lines 29 through 33.</b>			
	<b>29</b> Capital stock or trust principal, or current funds . . . . .		<b>29</b>	
	<b>30</b> Paid-in or capital surplus, or land, building, or equipment fund . . . . .		<b>30</b>	
	<b>31</b> Retained earnings, endowment, accumulated income, or other funds . . . . .		<b>31</b>	
<b>32</b> Total net assets or fund balances . . . . .	802,327,937	<b>32</b>	1,062,119,827	
<b>33</b> Total liabilities and net assets/fund balances . . . . .	828,576,280	<b>33</b>	1,089,464,777	

**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>	46,859,234
<b>2</b>	Total expenses (must equal Part IX, column (A), line 25)	<b>2</b>	48,143,092
<b>3</b>	Revenue less expenses. Subtract line 2 from line 1	<b>3</b>	(1,283,858)
<b>4</b>	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	<b>4</b>	802,327,937
<b>5</b>	Net unrealized gains (losses) on investments	<b>5</b>	260,841,766
<b>6</b>	Donated services and use of facilities	<b>6</b>	
<b>7</b>	Investment expenses	<b>7</b>	
<b>8</b>	Prior period adjustments	<b>8</b>	
<b>9</b>	Other changes in net assets or fund balances (explain on Schedule O)	<b>9</b>	233,982
<b>10</b>	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	<b>10</b>	1,062,119,827

**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 _____ If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
<b>2a</b>	Were the organization's financial statements compiled or reviewed by an independent accountant? . . . If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		✓
<b>b</b>	Were the organization's financial statements audited by an independent accountant? . . . . . If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input checked="" type="checkbox"/> Both consolidated and separate basis	✓	
<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? . . . If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	✓	
<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>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 on Schedule O and describe any steps taken to undergo such audits .		

**SCHEDULE A  
(Form 990)**

**Public Charity Status and Public Support**

OMB No. 1545-0047

**2021**

**Open to Public Inspection**

Department of the Treasury  
Internal Revenue Service

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ.

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

Name of the organization  
**ECMC FOUNDATION**

Employer identification number  
**41-1990628**

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

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

- 1  A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2  A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990).)
- 3  A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4  A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state:
- 5  An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6  A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7  An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8  A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 9  An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university:
- 10  An organization that normally receives (1) more than 33<sup>1</sup>/<sub>3</sub>% 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<sup>1</sup>/<sub>3</sub>% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 11  An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 12  An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
  - a  **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
  - b  **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
  - c  **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
  - d  **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
  - e  Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f Enter the number of supported organizations 2
- g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A) (SEE STATEMENT)						
(B)						
(C)						
(D)						
(E)						
<b>Total</b>					48,143,092	0

**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") . . . . .						
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf . . . . .						
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge . . . . .						
<b>4 Total.</b> Add lines 1 through 3 . . . . .						
<b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) . . . . .						
<b>6 Public support.</b> Subtract line 5 from line 4						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(f) Total
<b>7</b> Amounts from line 4 . . . . .						
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources . . . . .						
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on . . . . .						
<b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . . . . .						
<b>11 Total support.</b> Add lines 7 through 10						
<b>12</b> Gross receipts from related activities, etc. (see instructions) . . . . .					<b>12</b>	
<b>13 First 5 years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> . . . . .						<input type="checkbox"/>

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

<b>14</b> Public support percentage for 2021 (line 6, column (f), divided by line 11, column (f)) . . . . .	<b>14</b>	%
<b>15</b> Public support percentage from 2020 Schedule A, Part II, line 14 . . . . .	<b>15</b>	%
<b>16a 33 1/3% support test—2021.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization . . . . .		<input type="checkbox"/>
<b>b 33 1/3% support test—2020.</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—2021.</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—2020.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization . . . . .		<input type="checkbox"/>
<b>18 Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions . . . . .		<input type="checkbox"/>

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

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

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(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) ►	(a) 2017	(b) 2018	(c) 2019	(d) 2020	(e) 2021	(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 on 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.) . . . . .						

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

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

<b>15</b> Public support percentage for 2021 (line 8, column (f), divided by line 13, column (f)) . . . . .	<b>15</b>	%
<b>16</b> Public support percentage from 2020 Schedule A, Part III, line 15 . . . . .	<b>16</b>	%

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

<b>17</b> Investment income percentage for <b>2021</b> (line 10c, column (f), divided by line 13, column (f)) . . . . .	<b>17</b>	%
<b>18</b> Investment income percentage from <b>2020</b> Schedule A, Part III, line 17 . . . . .	<b>18</b>	%

**19a 33 1/3% support tests—2021.** 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—2020.** 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 in line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

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

**Part IV Supporting Organizations** (continued)

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

**Section B. Type I Supporting Organizations**

	Yes	No
<b>1</b> Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? 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 officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
<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.		

**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).		✓

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

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

**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 (see instructions).		
<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 governmental entity (see instructions).		
<b>2</b> Activities Test. <b>Answer lines 2a and 2b 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 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>b</b> Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? 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>3</b> Parent of Supported Organizations. <b>Answer lines 3a and 3b 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? If "Yes" or "No," provide details in <b>Part VI</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.		

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

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

<b>Section A—Adjusted Net Income</b>		(A) Prior Year	(B) Current Year (optional)
<b>1</b>	Net short-term capital gain	<b>1</b>	
<b>2</b>	Recoveries of prior-year distributions	<b>2</b>	
<b>3</b>	Other gross income (see instructions)	<b>3</b>	
<b>4</b>	Add lines 1 through 3.	<b>4</b>	
<b>5</b>	Depreciation and depletion	<b>5</b>	
<b>6</b>	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)	<b>6</b>	
<b>7</b>	Other expenses (see instructions)	<b>7</b>	
<b>8</b>	<b>Adjusted Net Income</b> (subtract lines 5, 6, and 7 from line 4)	<b>8</b>	
<b>Section B—Minimum Asset Amount</b>		(A) Prior Year	(B) Current Year (optional)
<b>1</b>	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
<b>a</b>	Average monthly value of securities	<b>1a</b>	
<b>b</b>	Average monthly cash balances	<b>1b</b>	
<b>c</b>	Fair market value of other non-exempt-use assets	<b>1c</b>	
<b>d</b>	<b>Total</b> (add lines 1a, 1b, and 1c)	<b>1d</b>	
<b>e</b>	<b>Discount</b> claimed for blockage or other factors ( <i>explain in detail in Part VI</i> ):		
<b>2</b>	Acquisition indebtedness applicable to non-exempt-use assets	<b>2</b>	
<b>3</b>	Subtract line 2 from line 1d.	<b>3</b>	
<b>4</b>	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	<b>4</b>	
<b>5</b>	Net value of non-exempt-use assets (subtract line 4 from line 3)	<b>5</b>	
<b>6</b>	Multiply line 5 by 0.035.	<b>6</b>	
<b>7</b>	Recoveries of prior-year distributions	<b>7</b>	
<b>8</b>	<b>Minimum Asset Amount</b> (add line 7 to line 6)	<b>8</b>	
<b>Section C—Distributable Amount</b>			Current Year
<b>1</b>	Adjusted net income for prior year (from Section A, line 8, column A)	<b>1</b>	
<b>2</b>	Enter 0.85 of line 1.	<b>2</b>	
<b>3</b>	Minimum asset amount for prior year (from Section B, line 8, column A)	<b>3</b>	
<b>4</b>	Enter greater of line 2 or line 3.	<b>4</b>	
<b>5</b>	Income tax imposed in prior year	<b>5</b>	
<b>6</b>	<b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	<b>6</b>	
<b>7</b>	<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>1</b>
<b>2</b>	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	<b>2</b>
<b>3</b>	Administrative expenses paid to accomplish exempt purposes of supported organizations	<b>3</b>
<b>4</b>	Amounts paid to acquire exempt-use assets	<b>4</b>
<b>5</b>	Qualified set-aside amounts (prior IRS approval required—provide details in <b>Part VI</b> )	<b>5</b>
<b>6</b>	Other distributions (describe in <b>Part VI</b> ). See instructions.	<b>6</b>
<b>7</b>	<b>Total annual distributions.</b> Add lines 1 through 6.	<b>7</b>
<b>8</b>	Distributions to attentive supported organizations to which the organization is responsive (provide details in <b>Part VI</b> ). See instructions.	<b>8</b>
<b>9</b>	Distributable amount for 2021 from Section C, line 6	<b>9</b>
<b>10</b>	Line 8 amount divided by line 9 amount	<b>10</b>

<b>Section E—Distribution Allocations</b> (see instructions)	<b>(i) Excess Distributions</b>	<b>(ii) Underdistributions Pre-2021</b>	<b>(iii) Distributable Amount for 2021</b>
<b>1</b> Distributable amount for 2021 from Section C, line 6			
<b>2</b> Underdistributions, if any, for years prior to 2021 (reasonable cause required—explain in <b>Part VI</b> ). See instructions.			
<b>3</b> Excess distributions carryover, if any, to 2021			
<b>a</b> From 2016 . . . . .			
<b>b</b> From 2017 . . . . .			
<b>c</b> From 2018 . . . . .			
<b>d</b> From 2019 . . . . .			
<b>e</b> From 2020 . . . . .			
<b>f</b> <b>Total</b> of lines 3a through 3e			
<b>g</b> Applied to underdistributions of prior years			
<b>h</b> Applied to 2021 distributable amount			
<b>i</b> Carryover from 2016 not applied (see instructions)			
<b>j</b> Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
<b>4</b> Distributions for 2021 from Section D, line 7: \$			
<b>a</b> Applied to underdistributions of prior years			
<b>b</b> Applied to 2021 distributable amount			
<b>c</b> Remainder. Subtract lines 4a and 4b from line 4.			
<b>5</b> Remaining underdistributions for years prior to 2021, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in <b>Part VI</b> . See instructions.			
<b>6</b> Remaining underdistributions for 2021. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in <b>Part VI</b> . See instructions.			
<b>7</b> <b>Excess distributions carryover to 2022.</b> Add lines 3j and 4c.			
<b>8</b> Breakdown of line 7:			
<b>a</b> Excess from 2017 . . . . .			
<b>b</b> Excess from 2018 . . . . .			
<b>c</b> Excess from 2019 . . . . .			
<b>d</b> Excess from 2020 . . . . .			
<b>e</b> Excess from 2021 . . . . .			

**Part I**Line 12g. **Information about the supported organization(s).** (continued)

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
EDUCATIONAL CREDIT MANAGEMENT CORPORATION	41-1778617	10. AN ORG. FOLLOWING SUPPORT/INVESTMENT INCOME TEST. SECTION 509(A)(2).	✓		46,143,092	
ECMC EDUCATION, INC.	47-2237488	2. SCHOOL. SECTION 170(B)(1)(A)(II).	✓		2,000,000	

Schedule B (Form 990)

Department of the Treasury Internal Revenue Service

Schedule of Contributors

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

OMB No. 1545-0047

2021

Name of the organization ECMC FOUNDATION

Employer identification number 41-1990628

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

- 501(c)( 3 ) (enter number) organization
4947(a)(1) nonexempt charitable trust not treated as a private foundation
527 political organization

Form 990-PF

- 501(c)(3) exempt private foundation
4947(a)(1) nonexempt charitable trust treated as a private foundation
501(c)(3) taxable private foundation

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

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

General Rule

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

Special Rules

- For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test...
For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor...
For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor...

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

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

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	----- ----- -----	\$ 2,024,000	<b>Person</b> <input checked="" type="checkbox"/> <b>Payroll</b> <input type="checkbox"/> <b>Noncash</b> <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	----- ----- -----	\$ 44,819,000	<b>Person</b> <input checked="" type="checkbox"/> <b>Payroll</b> <input type="checkbox"/> <b>Noncash</b> <input type="checkbox"/> (Complete Part II for noncash contributions.)
-----	----- ----- -----	\$ -----	<b>Person</b> <input type="checkbox"/> <b>Payroll</b> <input type="checkbox"/> <b>Noncash</b> <input type="checkbox"/> (Complete Part II for noncash contributions.)
-----	----- ----- -----	\$ -----	<b>Person</b> <input type="checkbox"/> <b>Payroll</b> <input type="checkbox"/> <b>Noncash</b> <input type="checkbox"/> (Complete Part II for noncash contributions.)
-----	----- ----- -----	\$ -----	<b>Person</b> <input type="checkbox"/> <b>Payroll</b> <input type="checkbox"/> <b>Noncash</b> <input type="checkbox"/> (Complete Part II for noncash contributions.)
-----	----- ----- -----	\$ -----	<b>Person</b> <input type="checkbox"/> <b>Payroll</b> <input type="checkbox"/> <b>Noncash</b> <input type="checkbox"/> (Complete Part II for noncash contributions.)

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

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

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

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

(e) Transfer of gift	
Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee
----- ----- -----	----- ----- -----

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

(e) Transfer of gift	
Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee
----- ----- -----	----- ----- -----

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

(e) Transfer of gift	
Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee
----- ----- -----	----- ----- -----

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

(e) Transfer of gift	
Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee
----- ----- -----	----- ----- -----

SCHEDULE D (Form 990)

Supplemental Financial Statements

OMB No. 1545-0047

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

2021

Open to Public Inspection

Department of the Treasury Internal Revenue Service

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

Name of the organization

Employer identification number

ECMC FOUNDATION

41-1990628

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

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

Table with 3 columns: Line number, (a) Donor advised funds, (b) Funds and other accounts. Rows 1-4 for values, 5-6 for Yes/No questions.

Part II Conservation Easements.

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

Table with 3 columns: Line number, Description, Held at the End of the Tax Year. Rows 1-9 for various conservation easement questions and data.

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

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

Table with 3 columns: Line number, Description, Amount. Rows 1a-2 for art and historical treasures reporting requirements.

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

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

- a**  Public exhibition
- b**  Scholarly research
- c**  Preservation for future generations
- d**  Loan or exchange program
- e**  Other .....

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

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

**Part IV Escrow and Custodial Arrangements.**

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

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

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

	Amount
<b>1c</b> Beginning balance	
<b>1d</b> Additions during the year	
<b>1e</b> Distributions during the year	
<b>1f</b> Ending balance	

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

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

**Part V Endowment Funds.**

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

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

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

- a** Board designated or quasi-endowment ▶ .....%
- b** Permanent endowment ▶ .....%
- c** Term endowment ▶ .....%

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

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

- (i)** Unrelated organizations
- (ii)** Related organizations

	Yes	No
<b>3a(i)</b>		
<b>3a(ii)</b>		
<b>3b</b>		

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

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

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

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

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
<b>1a</b> Land				
<b>b</b> Buildings				
<b>c</b> Leasehold improvements		143,661	30,519	113,142
<b>d</b> Equipment		92,879	38,700	54,179
<b>e</b> Other				
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				167,321

**Part VII Investments—Other Securities.**

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

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives . . . . .		
(2) Closely held equity interests . . . . .		
(3) Other		
(A) INVESTMENT IN ECMC GROUP, INC. APPORTIONED INVESTMENT POOL	1,072,454,019	END OF YEAR MARKET VALUE
(B) . . . . .		
(C) . . . . .		
(D) . . . . .		
(E) . . . . .		
(F) . . . . .		
(G) . . . . .		
(H) . . . . .		
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 12.) . . . . .	<b>1,072,454,019</b>	

**Part VIII Investments—Program Related.**

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

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

**Part IX Other Assets.**

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

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 15.) . . . . .	

**Part X Other Liabilities.**

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

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) DUE TO ECMC GROUP, INC.	416,851
(3) DUE TO ECMC SHARED SERVICES COMPANY, LLC	87,186
(4) DUE TO ECMC HOLDINGS CORPORATION	1,074
(5) LEASE LIABILITIES	70,566
(6)	
(7)	
(8)	
(9)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.) . . . . .	<b>575,677</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 FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII .



**Part XIII**

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

Return Reference - Identifier	Explanation	
SCHEDULE D, PART XI, LINE 4(B) - OTHER REVENUE	<b>(a) Description</b>	<b>(b) Amount</b>
	CASH CONTRIBUTION FROM ECMC GROUP, INC.	2,024,000
	CASH CONTRIBUTION FROM EDUCATIONAL CREDIT MANAGEMENT CORPORATION	44,819,000
SCHEDULE D, PART XII, LINE 4(B) - OTHER EXPENSES	<b>(a) Description</b>	<b>(b) Amount</b>
	GRANTS AWARDED IN A PRIOR YEAR AND RETURNED OR REFUNDED IN 2021. THE AWARDS WERE CORRECTLY RECORDED IN THE PRIOR YEARS ON ECMC FOUNDATION'S BOOKS	236,092

Part XIII

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

Return Reference - Identifier	Explanation
<p>SCHEDULE D, PART X, LINE 2 - FIN 48 (ASC 740) FOOTNOTE</p>	<p>THE FIN 48 (ASC 740) DISCLOSURE IN THE ECMC FOUNDATION FINANCIAL STATEMENTS READS AS FOLLOWS:</p> <p>"THE INTERNAL REVENUE SERVICE HAS DETERMINED THAT ECMC FOUNDATION IS CLASSIFIED AS A TAX-EXEMPT ORGANIZATION UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE (IRC) AND IS NOT A PRIVATE FOUNDATION UNDER IRC SECTIONS 509(A)(1) AND 170(B)(1)(A)(IV). AS SUCH, ECMC FOUNDATION IS EXEMPT FROM INCOME TAXES UNDER IRC SECTION 501(A) EXCEPT ON UNRELATED BUSINESS INCOME; AS A PUBLIC CHARITY, CONTRIBUTIONS TO ECMC FOUNDATION ARE DEDUCTIBLE. ECMC FOUNDATION IS ALSO EXEMPT FROM STATE INCOME TAX.</p> <p>ECMC FOUNDATION FOLLOWS THE ACCOUNTING STANDARDS IN EVALUATING UNCERTAIN TAX POSITIONS. THIS GUIDANCE PRESCRIBES RECOGNITION THRESHOLD PRINCIPLES FOR THE FINANCIAL STATEMENT RECOGNITION OF TAX POSITIONS TAKEN OR EXPECTED TO BE TAKEN ON A TAX RETURN THAT ARE NOT CERTAIN TO BE REALIZED. NO LIABILITY HAS BEEN RECOGNIZED BY ECMC FOUNDATION FOR UNCERTAIN TAX POSITIONS AS OF DECEMBER 31, 2021 OR 2020. ECMC FOUNDATION'S TAX RETURNS ARE SUBJECT TO REVIEW AND EXAMINATION BY FEDERAL AND STATE AUTHORITIES."</p>
<p>SCHEDULE D, PART XI, LINE 2(A) - NET UNREALIZED GAIN ON INVESTMENTS</p>	<p>NET UNREALIZED GAIN ON INVESTMENT IN THE ECMC GROUP, INC. APPORTIONED INVESTMENT POOL ARE \$260,841,766.</p>

**SCHEDULE I  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

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

Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.

▶ Attach to Form 990.

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

OMB No. 1545-0047

**2021**

**Open to Public  
Inspection**

Name of the organization

ECMC FOUNDATION

Employer identification number

41-1990628

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

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

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

<b>1 (a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC section (if applicable)	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of noncash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of noncash assistance	<b>(h)</b> Purpose of grant or assistance
<b>(1)</b> (SEE STATEMENT)	47-2237488	501(C)(3)	2,000,000				(SEE STATEMENT)
<b>(2)</b> (SEE STATEMENT)	41-1778617	501(C)(3)	1,910,000				COLLEGE SUCCESS
<b>(3)</b> (SEE STATEMENT)	41-1991995	501(C)(3)	200,000				(SEE STATEMENT)
<b>(4)</b> 826 MSP 1915 E 22ND ST, MINNEAPOLIS, MN 55404	27-1372442	501(C)(3)	10,000				GENERAL SUPPORT
<b>(5)</b> (SEE STATEMENT)	41-1425264	501(C)(3)	20,000				GENERAL SUPPORT
<b>(6)</b> (SEE STATEMENT)	27-1635830	501(C)(3)	20,000				GENERAL SUPPORT
<b>(7)</b> ACTIVE MINDS 2001 S ST NW, STE 630, WASHINGTON, DC 20009	20-0587172	501(C)(3)	299,500				(SEE STATEMENT)
<b>(8)</b> ADMITHUB PBC 38 CHAUNCY ST, STE 100, BOSTON, MA 02111	46-5681542	C CORPORATION	75,000				PROGRAM SUPPORT
<b>(9)</b> (SEE STATEMENT)	65-0828272	501(C)(3)	20,000				GENERAL SUPPORT
<b>(10)</b> (SEE STATEMENT)	85-0129165	501(C)(3)	10,000				GENERAL SUPPORT
<b>(11)</b> (SEE STATEMENT)	46-3977904	501(C)(3)	75,000				CAREER READINESS
<b>(12)</b> (SEE STATEMENT)							

**2** Enter total number of section 501(c)(3) and government organizations listed in the line 1 table ▶ 201

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

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

Cat. No. 50055P

Schedule I (Form 990) 2021



## Part II

## Grants and Other Assistance to Governments and Organizations in the United States (continued)

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
(12) AMERICA NEEDS YOU 82 NASSAU ST, #60358, NEW YORK, NY 10038	27-0601596	501(C)(3)	20,000				GENERAL SUPPORT
(13) AMERICAN INDIAN COLLEGE FUND 8333 GREENWOOD BLVD, DENVER, CO 80221	52-1573446	501(C)(3)	625,000				COLLEGE SUCCESS
(14) APIA SCHOLARS 2025 M ST NW, STE 610, WASHINGTON, DC 20036	57-1192973	501(C)(3)	75,000				COLLEGE SUCCESS
(15) APPETITE FOR CHANGE, INC. 1200 WEST BROADWAY AVE, #250, MINNEAPOLIS, MN 55411	27-5112040	501(C)(3)	10,000				GENERAL SUPPORT
(16) ARIZONA STATE UNIVERSITY FOUNDATION FOR A NEW AMERICAN UNIVERSITY 300 EAST UNIVERSITY DR, 6TH FL, TEMPE, AZ 85281	86-6051042	501(C)(3)	469,000				PROGRAM SUPPORT
(17) ARMAN ROY FOUNDATION 317 VAN NESTE DR, FLEMINGTON, NJ 08822	83-4684062	501(C)(3)	10,000				GENERAL SUPPORT
(18) ART OF PROBLEM SOLVING INITIATIVE, INC. 55 EXCHANGE PL, STE 603, NEW YORK, NY 10005	20-1239616	501(C)(3)	20,000				GENERAL SUPPORT
(19) ASIAN AMERICANS ADVANCING JUSTICE LOS ANGELES 1145 WILSHIRE BLVD, 2ND FL, LOS ANGELES, CA 90017	95-3854152	501(C)(3)	25,000				GENERAL SUPPORT
(20) ASIAN PACIFIC COMMUNITY FUND 1145 WILSHIRE BLVD, STE 105, LOS ANGELES, CA 90017	95-4257997	501(C)(3)	20,000				GENERAL SUPPORT
(21) ASPEN INSTITUTE 2300 N ST NW, STE 700, WASHINGTON, DC 20037	84-0399006	501(C)(3)	605,000				COLLEGE SUCCESS
(22) ASSOCIATION FOR CAREER AND TECHNICAL EDUCATION 1410 KING ST, ALEXANDRIA, VA 22314	52-0632865	501(C)(3)	1,256,397				CAREER READINESS
(23) ASSOCIATION OF COMMUNITY COLLEGE TRUSTEES 1101 17TH ST NW, #300, WASHINGTON, DC 20036	52-6120210	501(C)(3)	1,205,125				CAREER READINESS
(24) BIG BROTHERS BIG SISTERS OF TAMPA BAY, INC. 4630 WOODLAND CORPORATE BLVD, STE 160, TAMPA, FL 33614	59-2173085	501(C)(3)	20,000				GENERAL SUPPORT
(25) BRAVEN 171 N ABERDEEN ST, STE 400, CHICAGO, IL 60607	46-4340594	501(C)(3)	400,000				COLLEGE SUCCESS

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(26) BRIGHT PROSPECT 1460 E HOLT AVE, STE 74, POMONA, CA 91767	52-2363234	501(C)(3)	300,000				COLLEGE SUCCESS
(27) BROOKE SCHOOL FOUNDATION 190 CUMMINS HWY, ROSLINDALE, MA 02131	30-0015324	501(C)(3)	20,000				GENERAL SUPPORT
(28) B'S GIRLS FOUNDATION PO BOX 670167, HOUSTON, TX 77267	82-5456072	501(C)(3)	20,000				GENERAL SUPPORT
(29) CAL POLY POMONA PHILANTHROPIC FOUNDATION 3801 W TEMPLE AVE, POMONA, CA 91768	83-2300241	501(C)(3)	15,000				GENERAL SUPPORT
(30) CALBRIGHT COLLEGE 1102 Q ST, STE 4800, SACRAMENTO, CA 95828	83-2103700	501(C)(3)	450,000				PROGRAM SUPPORT
(31) CALIFORNIA STATE FULLERTON PHILANTHROPIC FOUNDATION INC. 2600 NUTWOOD AVE, STE 850, FULLERTON, CA 92831	33-0567945	501(C)(3)	50,000				PROGRAM SUPPORT
(32) CALIFORNIA STATE UNIVERSITY, CHANNEL ISLANDS FOUNDATION 1 UNIVERSITY DR, CAMARILLO, CA 93012	77-0433230	501(C)(3)	310,004				COLLEGE SUCCESS & GENERAL SUPPORT
(33) CALIFORNIA STATE UNIVERSITY, LONG BEACH 49ER FOUNDATION 6300 E STATE UNIVERSITY DR, STE 332, LONG BEACH, CA 90815	45-2163910	501(C)(3)	15,000				GENERAL SUPPORT
(34) CARRIE STEEL-PITTS HOME 667 FAIRBURN RD NW, ATLANTA, GA 30331	58-0607078	501(C)(3)	20,000				GENERAL SUPPORT
(35) CCF COMMUNITY INITIATIVES FUND 221 S FIGUEROA ST, STE 400, LOS ANGELES, CA 90012	95-4774698	501(C)(3)	20,000				GENERAL SUPPORT
(36) CENTER FOR PAN ASIAN COMMUNITY SERVICES (CPACS) 3510 SHALLOWFORD RD NE, ATLANTA, GA 30341	58-1437980	501(C)(3)	30,000				GENERAL SUPPORT
(37) CENTREVILLE LAYTON SCHOOL 6201 KENNETT PIKE, CENTREVILLE, DE 19807	51-0232858	501(C)(3)	10,000				GENERAL SUPPORT
(38) CHICO STATE ENTERPRISES 25 MAIN ST, STE 203, CHICO, CA 95929	68-0386518	501(C)(3)	497,915				COLLEGE SUCCESS
(39) CHULA VISTA ELEMENTARY SCHOOL DISTRICT 84 EAST J ST, CHULA VISTA, CA 91910	95-6000613	SCHOOL DISTRICT	10,000				GENERAL SUPPORT
(40) CITY YEAR 2331 ALHAMBRA BLVD, #300, SACRAMENTO, CA 95817	22-2882549	501(C)(3)	4,930,775				PROGRAM SUPPORT
(41) CLARK ATLANTA UNIVERSITY 223 JAMES P. BRAWLEY DR, ATLANTA, GA 30314	58-1825259	501(C)(3)	300,000				COLLEGE SUCCESS
(42) CODE KITTY 2955 OAKVIEW LN N, PLYMOUTH, MN 55441	82-2302321	501(C)(3)	20,000				GENERAL SUPPORT

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(43) COLLEGE POSSIBLE 755 PRIOR AVE N, STE 210, ST. PAUL, MN 55104	41-1968798	501(C)(3)	400,000				COLLEGE SUCCESS
(44) COMMUNITIES FOUNDATION OF TEXAS 5500 CARUTH HAVEN LN, DALLAS, TX 75225	75-0964565	501(C)(3)	750,000				CAREER READINESS
(45) COMMUNITIES IN SCHOOLS OF WESTERN NEVADA 241 RIDGE ST, STE 280, RENO, NV 89501	88-0292094	501(C)(3)	15,000				GENERAL SUPPORT
(46) COMMUNITY COLLEGE BACCALAUREATE ASSOCIATION 575 LAKE BINGHAM RD, LAKE MARY, FL 32746	65-1026796	501(C)(3)	154,179				CAREER READINESS
(47) COMMUNITY FAMILY CENTERS 7524 AVENUE E, HOUSTON, TX 77012	74-1691632	501(C)(3)	20,000				GENERAL SUPPORT
(48) COMMUNITY FOUNDATION OF THE OZARKS 425 E TRAFFIC WAY, SPRINGFIELD, MO 65801	23-7290968	501(C)(3)	10,000				GENERAL SUPPORT
(49) COMMUNITY PARTNERS 1000 N ALAMEDA ST, LOS ANGELES, CA 90012	95-4302067	501(C)(3)	198,000				CAREER READINESS, COLLEGE SUCCESS & GENERAL SUPPORT
(50) COMPTON COMMUNITY COLLEGE DISTRICT 1111 E ARTESIA BLVD, COMPTON, CA 90221	95-6004983	SCHOOL DISTRICT	30,000				GENERAL SUPPORT
(51) CORO SOUTHERN CALIFORNIA 1000 N ALAMEDA ST, STE 240, LOS ANGELES, CA 90012	95-4274561	501(C)(3)	19,000				GENERAL SUPPORT
(52) CREDIT ABUSE RESISTANCE EDUCATION 66 CANAL CENTER PLAZA, STE 600, ALEXANDRIA, VA 22314	81-0788458	501(C)(3)	10,000				GENERAL SUPPORT
(53) DAVIDSON COLLEGE 405 N MAIN ST, DAVIDSON, NC 28035	56-0529961	501(C)(3)	105,000				PROGRAM SUPPORT
(54) DIGITAL PROMISE GLOBAL 1001 CONNECTICUT AVE NW, STE 935, WASHINGTON, DC 20036	46-5460594	501(C)(3)	75,000				GENERAL SUPPORT
(55) EAST SIDE NEIGHBORHOOD SERVICES 1700 2ND ST NE, MINNEAPOLIS, MN 55413	41-0873798	501(C)(3)	20,000				GENERAL SUPPORT
(56) EDSOURCE 436 14TH ST, STE 1005, OAKLAND, CA 94612	94-2434900	501(C)(3)	75,000				GENERAL SUPPORT
(57) EDUCATION COMMISSION OF THE STATES 700 BROADWAY ST, #810, DENVER, CO 80203	31-0722194	501(C)(3)	15,000				COLLEGE SUCCESS
(58) EDUCATION DESIGN LAB 1200 18TH ST NW, #710, WASHINGTON, DC 20036	46-4248042	501(C)(3)	14,400				CAREER READINESS
(59) EQUIPHER, INC. 17401 COMMERCE PARK BLVD, STE 103, TAMPA, FL 33647	83-1072707	501(C)(3)	20,000				GENERAL SUPPORT

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(60) EQUITY ALLIANCE MN 6063 HUDSON RD, #218, WOODBURY, MN 55125	41-1819999	501(C)(3)	20,000				GENERAL SUPPORT
(61) EVANS SCHOLARS FOUNDATION 2501 PATRIOT BLVD, GLENVIEW, IL 60026	36-2867141	501(C)(3)	15,000				GENERAL SUPPORT
(62) EXCELENCIA IN EDUCATION 1156 15TH ST NW, STE 1001, WASHINGTON, DC 20005	20-0927912	501(C)(3)	15,000				GENERAL SUPPORT
(63) EYE TO EYE 50 BROAD ST, STE 1702, NEW YORK, NY 10004	51-0570498	501(C)(3)	350,000				COLLEGE SUCCESS
(64) FACE TO FACE 1165 ARCADE ST, ST. PAUL, MN 55106	41-0986780	501(C)(3)	20,000				GENERAL SUPPORT
(65) FOOD & FRIENDS, INC. 219 RIGGS RD NE, WASHINGTON, DC 20011	52-1648941	501(C)(3)	10,000				GENERAL SUPPORT
(66) FOSTERING MEDIA CONNECTIONS 412 W 6TH, STE #914, LOS ANGELES, CA 90014	45-3860344	501(C)(3)	70,000				PROGRAM SUPPORT
(67) FOUNDATION FOR EDEN PRAIRIE SCHOOLS 8100 SCHOOL RD, EDEN PRAIRIE, MN 55344	43-1999421	501(C)(3)	10,000				GENERAL SUPPORT
(68) FRIENDS OF SOUTH HIGH FOUNDATION 3131 19TH AVE S, MINNEAPOLIS, MN 55407	41-1506266	501(C)(3)	40,000				GENERAL SUPPORT
(69) FUNDERS TOGETHER TO END HOMELESSNESS, INC. 89 SOUTH ST, STE 603, BOSTON, MA 02111	27-3033048	501(C)(3)	20,000				CAREER READINESS & GENERAL SUPPORT
(70) FUTURE IS NOW SCHOOLS - LOS ANGELES 626 WILSHIRE BLVD, LOS ANGELES, CA 90017	27-1859126	501(C)(3)	75,000				GENERAL SUPPORT
(71) GENERATION HOPE 415 MICHIGAN AVE NE, STE 430, WASHINGTON, DC 20017	27-3554088	501(C)(3)	500,000				CAREER READINESS
(72) GEORGIA STATE UNIVERSITY RESEARCH FOUNDATION PO BOX 3999, ATLANTA, GA 30302	58-1845423	501(C)(3)	560,111				COLLEGE SUCCESS
(73) GET SCHOOLED FOUNDATION 1515 BROADWAY, NEW YORK, NY 10036	27-2245578	501(C)(3)	490,000				COLLEGE SUCCESS
(74) GREAT RIVER SCHOOL 1326 ENERGY PARK DR, ST. PAUL, MN 55108	34-1975307	501(C)(3)	10,000				GENERAL SUPPORT
(75) GROWING INLAND ACHIEVEMENT 33562 YUCAIPA BLVD, 4-209, YUCAIPA, CA 92399	85-1010439	501(C)(3)	375,000				COLLEGE SUCCESS
(76) HALLIE Q. BROWN COMMUNITY CENTER 270 N KENT ST, ST. PAUL, MN 55102	41-0693846	501(C)(3)	35,000				GENERAL SUPPORT
(77) HEALGRIEF 2934½ BEVERLY GLEN CR, #266, LOS ANGELES, CA 90077	95-4489570	501(C)(3)	10,000				GENERAL SUPPORT

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(78) HENRY E. HUNTINGTON LIBRARY AND ART GALLERY 1151 OXFORD RD, SAN MARINO, CA 91108	95-1644589	501(C)(3)	10,000				GENERAL SUPPORT
(79) HIGHER LEARNING ADVOCATES 1001 CONNECTICUT AVE NW, STE 710, WASHINGTON, DC 20036	81-4690411	501(C)(3)	75,000				GENERAL SUPPORT
(80) HILLSDALE COLLEGE 33 E COLLEGE ST, HILLSDALE, MI 49242	38-1374230	501(C)(3)	7,500				GENERAL SUPPORT
(81) ICIVICS 1035 CAMBRIDGE ST, STE 21B, CAMBRIDGE, MA 02141	38-3796793	501(C)(3)	50,000				GENERAL SUPPORT
(82) INSTITUTE FOR CITIZENS & SCHOLARS 5 VAUGHN DR, STE 300, PRINCETON, NJ 08540	21-0703075	501(C)(3)	5,198				CAREER READINESS
(83) INSTITUTE FOR EVIDENCE-BASED CHANGE 3711 LONG BEACH BLVD, STE 5033, LONG BEACH, CA 90807	26-3542835	501(C)(3)	599,975				COLLEGE SUCCESS
(84) INSTITUTE FOR WOMEN'S POLICY RESEARCH 1200 18TH ST NW, STE 301, WASHINGTON, DC 20036	52-1549572	501(C)(3)	300,000				CAREER READINESS
(85) INSTITUTE OF NONPROFIT NEWS 714 W OLYMPIC BLVD, STE 931, LOS ANGELES, CA 90015	27-2614911	501(C)(3)	75,000				GENERAL SUPPORT
(86) ISD 196 - ROSEMOUNT HIGH SCHOOL 3455 153RD ST W, ROSEMOUNT, MN 55068	41-6007792	SCHOOL	10,000				GENERAL SUPPORT
(87) JAMES B. HUNT, JR. INSTITUTE FOR EDUCATIONAL LEADERSHIP AND POLICY FOUNDATION 4000 CENTREGREEN WAY, STE 301, CARY, NC 27513	80-0025367	501(C)(3)	75,000				COLLEGE SUCCESS
(88) JEREMIAH PROGRAM 615 1ST AVE NE, STE 210, MINNEAPOLIS, MN 55413	41-1801834	501(C)(3)	40,000				GENERAL SUPPORT
(89) JEWISH COMMUNITY CENTER OF GREATER ALBUQUERQUE 5520 WYOMING BLVD NE, ALBUQUERQUE, NM 87109	85-0457178	501(C)(3)	10,000				GENERAL SUPPORT
(90) JOBS FOR THE FUTURE 88 BROAD ST, 8TH FL, BOSTON, MA 02110	06-1164568	501(C)(3)	427,940				CAREER READINESS, EDU. INNOV. VENTURES & GEN. SUPPORT
(91) JORDAN PUBLIC SCHOOLS 500 SUNSET DR, JORDAN, MN 55352	41-6003790	SCHOOL	15,000				GENERAL SUPPORT
(92) JUNIOR ACHIEVEMENT OF THE UPPER MIDWEST, INC. 1745 UNIVERSITY AVE W, ST. PAUL, MN 55104	41-1424988	501(C)(3)	10,000				GENERAL SUPPORT
(93) JUXTAPOSITION ARTS 2007 EMERSON AVE, MINNEAPOLIS, MN 55411	41-1851915	501(C)(3)	10,000				GENERAL SUPPORT
(94) KIDS IN NEED FOUNDATION 2719 PATTON RD, ROSEVILLE, MN 55113	82-1078462	501(C)(3)	20,000				GENERAL SUPPORT

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(95) KIPP MINNESOTA 5034 N OLIVER AVE, MINNEAPOLIS, MN 55430	20-8877750	501(C)(3)	30,000				GENERAL SUPPORT
(96) KNOWLEDGEWORKS FOUNDATION 312 PLUM ST, STE 950, CINCINNATI, OH 45402	31-1321973	501(C)(3)	525,000				COLLEGE SUCCESS
(97) LEAGUE FOR INNOVATION IN THE COMMUNITY COLLEGE 2040 S ALMA SCHOOL RD, STE 1-500, CHANDLER, AZ 85286	95-2577300	501(C)(3)	504,460				CAREER READINESS
(98) LET'S GET READY 50 BROADWAY, 25TH FL, NEW YORK, NY 10004	31-1698832	501(C)(3)	500,000				COLLEGE SUCCESS
(99) LIFT 999 N CAPITOL ST NE, STE 310, WASHINGTON, DC 20002	52-2168409	501(C)(3)	500,000				CAREER READINESS
(100) LOCKER PROJECT PO BOX 3134, PORTLAND, ME 04104	47-1257754	501(C)(3)	30,000				GENERAL SUPPORT
(101) LOS ANGELES CITY COLLEGE FOUNDATION 855 N VERMONT AVE, LOS ANGELES, CA 90029	95-6207819	501(C)(3)	67,075				GENERAL SUPPORT
(102) LYNWOOD PARTNERS EDUCATIONAL FOUNDATION 11321 BULLIS RD, LYNWOOD, CA 90262	47-3028270	501(C)(3)	10,000				GENERAL SUPPORT
(103) MACPHAIL CENTER FOR MUSIC 501 S 2ND ST, MINNEAPOLIS, MN 55401	41-1729340	501(C)(3)	10,000				GENERAL SUPPORT
(104) MAINE INSIDE OUT 56 NORTH ST, PORTLAND, ME 04101	83-0462687	501(C)(3)	10,000				GENERAL SUPPORT
(105) MARYMOUNT UNIVERSITY 2807 N GLEBE RD, ARLINGTON, VA 22207	54-0573801	501(C)(3)	10,000				GENERAL SUPPORT
(106) MARY'S CENTER FOR MATERNAL AND CHILD CARE, INC. 2333 ONTARIO RD NW, WASHINGTON, DC 20009	52-1594116	501(C)(3)	10,000				GENERAL SUPPORT
(107) MDRC 200 VESEY ST, 23RD FL, NEW YORK, NY 10281	23-7379473	501(C)(3)	75,000				GENERAL SUPPORT
(108) MENTOR & MATCH FOUNDATION 2785 PACIFIC COAST HWY, #171, TORRANCE, CA 90505	85-1922236	501(C)(3)	50,000				COLLEGE SUCCESS
(109) MERCY LEARNING CENTER OF BRIDGEPORT, INC. 637 PARK AVE, BRIDGEPORT, CT 06604	22-2859879	501(C)(3)	20,000				GENERAL SUPPORT
(110) MIKEROEWORKE FOUNDATION 1207 4TH ST, PH1, SANTA MONICA, CA 90401	26-4324338	501(C)(3)	50,000				GENERAL SUPPORT
(111) MINNESOTA ADULT & TEEN CHALLENGE 740 E 24TH ST, MINNEAPOLIS, MN 55404	41-1517351	501(C)(3)	20,000				GENERAL SUPPORT

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(112) MOMS ON A MISSION 1109 LARKWOOD CT, VIRGINIA BEACH, VA 23464	61-1949074	501(C)(3)	15,000				GENERAL SUPPORT
(113) NATIONAL ALLIANCE FOR PARTNERSHIPS IN EQUITY (NAPE) EDUCATION FOUNDATION 91 NEWPORT PIKE, STE 302, GAP, PA 17527	13-4249100	501(C)(3)	755,500				CAREER READINESS
(114) NATIONAL ASSOCIATION OF SYSTEM HEADS (NASH) 3300 METZEROTT RD, ADELPHI, MD 20783	20-8987993	501(C)(3)	100,000				PROGRAM SUPPORT
(115) NATIONAL CENTER FOR CIVIC INNOVATION 121 AVENUE OF THE AMERICAS, 0, NEW YORK, NY 20005	02-0590588	501(C)(3)	75,000				COLLEGE SUCCESS
(116) NATIONAL PUBLIC RADIO 1111 N CAPITOL ST NE, WASHINGTON, DC 20002	52-0907625	501(C)(3)	250,000				PROGRAM SUPPORT
(117) NATIVITY OF OUR LORD SCHOOL 1900 STANFORD AVE, ST. PAUL, MN 55105	41-0693956	501(C)(3)	10,000				GENERAL SUPPORT
(118) NEIGHBORHOOD HOUSE 179 ROBBIE ST E, ST. PAUL, MN 55107	41-0693916	501(C)(3)	20,000				GENERAL SUPPORT
(119) NEW AMERICA 740 15TH ST NW, STE 900, WASHINGTON, DC 20005	52-2096845	501(C)(3)	1,450,500				CAREER READINESS
(120) NEW MOMS, INC. 5317 W CHICAGO AVE, CHICAGO, IL 60651	36-3265804	501(C)(3)	500,000				CAREER READINESS
(121) NEW RICHMOND MIDDLE SCHOOL 701 EAST 11TH ST, NEW RICHMOND, WI 54017	39-6003673	SCHOOL	10,000				GENERAL SUPPORT
(122) NORTH BRANCH AREA EDUCATION FOUNDATION 5842 OLD MAIN ST, STE 7-4, NORTH BRANCH, MN 55056	27-2029579	501(C)(3)	10,000				GENERAL SUPPORT
(123) NORTH CAROLINA STATE UNIVERSITY 2701 SULLIVAN DR, STE 240, CAMPUS BOX 7214, RALEIGH, NC 27695	56-6000756	501(C)(3)	45,281				CAREER READINESS
(124) NORTH FULTON COMMUNITY CHARITIES 11270 ELKINS RD, ROSWELL, GA 30076	58-1521088	501(C)(3)	20,000				GENERAL SUPPORT
(125) NORTHSIDE ACHIEVEMENT ZONE (NAZ) 2123 W BROADWAY AVE, #100, MINNEAPOLIS, MN 55411	30-0238807	501(C)(3)	20,000				GENERAL SUPPORT
(126) NOTRE DAME HIGH SCHOOL OF WEST HAVEN, INC. ONE NOTRE DAME WAY, WEST HAVEN, CT 06516	06-0646748	501(C)(3)	25,000				GENERAL SUPPORT
(127) OPEN EDUCATION GLOBAL 60 THOREAU ST, STE 238, CONCORD, MA 01742	01-0908761	501(C)(3)	450,000				COLLEGE SUCCESS
(128) OXFORD COMMUNITY SCHOOLS 10 N WASHINGTON ST, OXFORD, MI 48371	38-6003081	SCHOOL	10,000				GENERAL SUPPORT

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(129) PEOPLE SERVING PEOPLE 614 THIRD ST S, MINNEAPOLIS, MN 55415	41-1965067	501(C)(3)	20,000				GENERAL SUPPORT
(130) POSTSECONDARY NATIONAL POLICY INSTITUTE 1828 L ST NW, STE 300-A, WASHINGTON, DC 20036	47-4374655	501(C)(3)	250,000				COLLEGE SUCCESS
(131) PROYECTO PASTORAL 135 N MISSION RD, LOS ANGELES, CA 90033	95-3213958	501(C)(3)	20,000				GENERAL SUPPORT
(132) PUBLIC POLICY INSTITUTE OF CALIFORNIA 500 WASHINGTON ST, STE 600, SAN FRANCISCO, CA 94111	94-3207299	501(C)(3)	10,000				GENERAL SUPPORT
(133) RANKEN TECHNICAL COLLEGE 4431 FINNEY AVE, ST. LOUIS, MO 63113	43-0471057	501(C)(3)	694,939				CAREER READINESS
(134) READY TO SUCCEED 1514 17TH ST, STE #205, SANTA MONICA, CA 90404	83-2282113	501(C)(3)	200,000				COLLEGE SUCCESS
(135) REGENTS OF THE UNIVERSITY OF CALIFORNIA, LOS ANGELES 2005 MOORE HALL, LOS ANGELES, CA 90095	95-6006143	501(C)(3)	75,000				COLLEGE SUCCESS
(136) REMERGE 340 AUBURN AVE NE, ATLANTA, GA 30312	58-2509965	501(C)(3)	20,000				GENERAL SUPPORT
(137) RESEARCH FOUNDATION OF THE CITY UNIVERSITY OF NEW YORK 230 W 41ST ST, 7TH FL, NEW YORK, NY 10036	13-1988190	501(C)(3)	150,000				COLLEGE SUCCESS
(138) REVE ACADEMY 807 BROADWAY ST NE, STE 160, MINNEAPOLIS, MN 55413	27-4148333	501(C)(3)	10,000				GENERAL SUPPORT
(139) RISE EDUCATION FUND 4221 GRAND VIEW BLVD, UNIT 5, LOS ANGELES, CA 90066	84-3954465	501(C)(3)	350,000				COLLEGE SUCCESS
(140) ROCKEFELLER PHILANTHROPY ADVISORS 6 W 48TH ST, 10TH FL, NEW YORK, NY 10036	13-3615533	501(C)(3)	200,000				COLLEGE SUCCESS
(141) RUTGERS UNIVERSITY FOUNDATION 335 GEORGE ST, STE 4000, NEW BRUNSWICK, NJ 08901	23-7318742	501(C)(3)	185,000				COLLEGE SUCCESS
(142) SACRAMENTO LOAVES AND FISHES PO BOX 13495, SACRAMENTO, CA 95813	68-0189897	501(C)(3)	30,000				GENERAL SUPPORT
(143) SAINT CHARLES BORROMEO SCHOOL 2727 STINSON BLVD, ST. ANTHONY, MN 55418	41-0706912	501(C)(3)	10,000				GENERAL SUPPORT
(144) SAINT PAUL PUBLIC SCHOOLS - NOKOMIS NORTH 360 COLBORNE ST, ST. PAUL, MN 55102	41-0901311	SCHOOL	20,000				GENERAL SUPPORT
(145) SANFORD SCHOOL 6900 LANCASTER PIKE, HOCKESSIN, DE 19707	51-0064331	501(C)(3)	10,000				GENERAL SUPPORT

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
(146) SCHOOLS ON WHEELS (CA) PO BOX 23371, VENTURA, CA 93002	95-4422640	501(C)(3)	10,000				GENERAL SUPPORT
(147) SHARE THE TABLE, INC. PO BOX 4170, SURF CITY, NC 28445	35-2587416	501(C)(3)	10,000				GENERAL SUPPORT
(148) SINCLAIR COMMUNITY COLLEGE 444 WEST THIRD ST, DAYTON, OH 45402	31-0723444	501(C)(3)	316,821				COLLEGE SUCCESS
(149) SKILLPOINTE FOUNDATION, INC 5256 PEACHTREE RD, STE 130, CHAMBLEE, GA 30341	85-1384690	501(C)(3)	30,000				GENERAL SUPPORT
(150) SOLANO COUNTY OFFICE OF EDUCATION 5100 BUSINESS CENTER DR, FAIRFIELD, CA 94534	94-6002197	501(C)(3)	10,000				GENERAL SUPPORT
(151) SOUTHERN CALIFORNIA GRANTMAKERS 1000 NORTH ALAMEDA ST, STE 230, LOS ANGELES, CA 90012	95-2831058	501(C)(3)	25,000				GENERAL SUPPORT
(152) ST. CROIX PREPARATORY ACADEMY 4260 STAGECOACH TRAIL N, STILLWATER, MN 55082	90-0103622	501(C)(3)	10,000				GENERAL SUPPORT
(153) STATE HIGHER EDUCATION EXECUTIVE OFFICERS ASSOCIATION 3035 CENTER GREEN DR, STE 100, BOULDER, CO 80301	23-7167258	501(C)(3)	400,000				COLLEGE SUCCESS
(154) STATION 1 280 MERRIMACK ST, LAWRENCE, MA 02111	81-3784803	501(C)(3)	400,000				COLLEGE SUCCESS
(155) STEP UP FOR STUDENTS 1901 ULMERTON RD, STE 180, CLEARWATER, FL 33762	59-3649371	501(C)(3)	20,000				GENERAL SUPPORT
(156) SUMMIT ACADEMY OIC 935 OLSON MEMORIAL HWY, MINNEAPOLIS, MN 55405	41-0908458	501(C)(3)	15,000				GENERAL SUPPORT
(157) SUPPORTING THE TAYLOR HOUSE, INC. PO BOX 853, ROSEVILLE, CA 95678	46-0748514	501(C)(3)	20,000				GENERAL SUPPORT
(158) SWIPE OUT HUNGER 800 WILSHIRE BLVD, LOS ANGELES, CA 90017	45-2038035	501(C)(3)	350,000				COLLEGE SUCCESS
(159) TEACHER'S COLLEGE, COLUMBIA UNIVERSITY 525 W 120TH ST, BOX 21, 47C HORACE MANN, NEW YORK, NY 10027	13-1624202	501(C)(3)	75,000				PROGRAM SUPPORT
(160) TEMECULA VALLEY UNIFIED SCHOOL DISTRICT 31350 RANCHO VISTA RD, TEMECULA, CA 92592	33-0741945	SCHOOL DISTRICT	10,000				GENERAL SUPPORT
(161) TEMPLE UNIVERSITY 1316 W ONTARIO ST, JONES HALL, 6TH FL, PHILADELPHIA, PA 19140	23-1365971	501(C)(3)	475,000				COLLEGE SUCCESS
(162) TENNESSEE HIGHER EDUCATION INITIATIVE, INC. 1006 SHELBY AVE, NASHVILLE, TN 37206	45-4531767	501(C)(3)	400,000				CAREER READINESS

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
(163) THE BANYAN COMMUNITY 2529 13TH AVE S, MINNEAPOLIS, MN 55404	41-1922813	501(C)(3)	40,000				GENERAL SUPPORT
(164) THE BROOKINGS INSTITUTION 1775 MASSACHUSETTS AVE NW, WASHINGTON, DC 20036	53-0196577	501(C)(3)	300,000				CAREER READINESS
(165) THE CAMPAIGN FOR COLLEGE OPPORTUNITY 1149 S HILL ST, STE 925, LOS ANGELES, CA 90015	20-0427622	501(C)(3)	25,000				GENERAL SUPPORT
(166) THE CENTER TO ADVANCE CTE 8484 GEORGIA AVE, STE 620, SILVER SPRING, MD 20910	73-1086246	501(C)(3)	1,261,582				CAREER READINESS
(167) THE COMMUNITY FOUNDATION FOR NORTHERN VIRGINIA 2940 HUNTER MILL RD, STE 201, OAKTON, VA 22124	51-0232459	501(C)(3)	25,000				GENERAL SUPPORT
(168) THE FORGE FOR FAMILIES 3435 DIXIE DR, HOUSTON, TX 77021	76-0485959	501(C)(3)	20,000				GENERAL SUPPORT
(169) THE GLOBAL GOOD FUND 3066 HOBBS RD, GLENWOOD, MD 21738	46-1495972	501(C)(3)	15,000				GENERAL SUPPORT
(170) THE HIDDEN GENIUS PROJECT 2934 TELEGRAPH AVE, OAKLAND, CA 94609	46-0689949	501(C)(3)	20,000				GENERAL SUPPORT
(171) THE MANUFACTURING INSTITUTE 733 10TH ST NW, STE 700, WASHINGTON, DC 20001	52-1073576	501(C)(3)	1,500,000				CAREER READINESS
(172) THE OPPORTUNITY NETWORK 85 BROAD ST, 6TH FL, NEW YORK, NY 10004	43-1984494	501(C)(3)	400,000				COLLEGE SUCCESS
(173) THE PARTNERSHIP PLAN 1875 GREELEY ST S, STILLWATER, MN 55082	20-3012418	501(C)(3)	10,000				GENERAL SUPPORT
(174) THE RP GROUP 369-B THIRD ST, #397, SAN RAFAEL, CA 94901	94-3207140	501(C)(3)	65,000				COLLEGE SUCCESS
(175) THE SANTA FE OPERA 301 OPERA DR, SANTA FE, NM 87506	85-0131810	501(C)(3)	10,000				GENERAL SUPPORT
(176) THE TEEN WAREHOUSE INC 1121 THATCHER ST, WILMINGTON, DE 19802	82-3855379	501(C)(3)	350,000				PROGRAM SUPPORT
(177) THE UCLA FOUNDATION UCLA EXTERNAL AFFAIRS, BOX 951590, WILSHIRE CENTER, STE 900, LOS ANGELES, CA 90095	95-2250801	501(C)(3)	90,000				GENERAL SUPPORT
(178) THE UNIVERSITY OF HOUSTON - DOWNTOWN ONE MAIN ST, STE S990, HOUSTON, TX 77002	74-6001399	501(C)(3)	75,000				PROGRAM SUPPORT
(179) THE URBAN INSTITUTE 500 L'ENFANT PLAZA, WASHINGTON, DC 20024	52-0880375	501(C)(3)	5,500				CAREER READINESS

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
(180) THURGOOD MARSHALL COLLEGE FUND 901 F ST NW, STE 700, WASHINGTON, DC 20004	41-1750692	501(C)(3)	500,000				COLLEGE SUCCESS
(181) TULANE UNIVERSITY 1555 POYDRAS ST, STE 700, NEW ORLEANS, LA 70112	72-0423889	501(C)(3)	10,000				GENERAL SUPPORT
(182) TWIN CITIES CATALYST MUSIC 75 CIVIC CENTER PKWY, BURNSVILLE, MN 55337	47-2182792	501(C)(3)	10,000				GENERAL SUPPORT
(183) UNCOMMON INDIVIDUAL FOUNDATION 80 W LANCASTER AVE, STE 100, DEVON, PA 19333	22-2741682	501(C)(3)	75,000				GENERAL SUPPORT
(184) UNITED WAY BAY AREA (UWBA) 550 KEARNY ST, STE 1000, SAN FRANCISCO, CA 94108	94-1312348	501(C)(3)	400,000				COLLEGE SUCCESS
(185) UNITED WAY OF HUMPHREYS COUNTY 122 W MAIN ST, WAVERLY, TN 37185	62-1777911	501(C)(3)	25,000				GENERAL SUPPORT
(186) UNITE-LA, INC. 1055 WILSHIRE BLVD, #1750, LOS ANGELES, CA 90017	82-0576380	501(C)(3)	150,000				COLLEGE SUCCESS
(187) UNIVERSITY OF ILLINOIS FOUNDATION GIES COLLEGE OF BUSINESS, PO BOX 734500, CHICAGO, IL 60673	37-6006007	501(C)(3)	20,000				GENERAL SUPPORT
(188) UNIVERSITY OF LOUISVILLE RESEARCH FOUNDATION ATRIA BLDG, JD NICHOLS CAMPUS, 300 E MARKET ST, LOUISVILLE, KY 40202	61-1029626	501(C)(3)	130,494				COLLEGE SUCCESS
(189) UNIVERSITY OF NEBRASKA MEDICAL CENTER 985045 NEBRASKA MEDICAL CENTER, OMAHA, NE 68198	47-0049123	501(C)(3)	10,000				GENERAL SUPPORT
(190) UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER 1 UNIVERSITY OF NEW MEXICO, MSC09 5220, ALBUQUERQUE, NM 87131	85-6000642	501(C)(3)	250,000				PROGRAM SUPPORT
(191) VASSAR COLLEGE 124 RAYMOND AVE, POUGHKEEPSIE, NY 12604	14-1338587	501(C)(3)	75,000				GENERAL SUPPORT
(192) VENN FOUNDATION 1127 BARCLAY ST, ST. PAUL, MN 55106	81-4476503	501(C)(3)	504,004				EDUCATION INNOVATION VENTURES
(193) VETERANS EDUCATION SUCCESS 4708 ESSEX AVE, CHEVY CHASE, MD 20815	46-2070196	501(C)(3)	300,000				COLLEGE SUCCESS
(194) WASC SENIOR COLLEGE & UNIVERSITY COMMISSION 1080 MARINA VILLAGE PKWY, STE 500, ALAMEDA, CA 94501	46-2847593	501(C)(3)	265,000				COLLEGE SUCCESS

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
(195) WASHINGTON MONTHLY CORPORATION 1200 18TH ST NW, STE 330, WASHINGTON, DC 20036	80-0434806	501(C)(3)	50,000				PROGRAM SUPPORT
(196) WESTED 730 HARRISON ST, SAN FRANCISCO, CA 94107	94-3233542	501(C)(3)	450,000				CAREER READINESS
(197) WESTERN COMMUNITIES ACTION NETWORK 5213 SHORELINE DR, MOUND, MN 55364	41-1466409	501(C)(3)	10,000				GENERAL SUPPORT
(198) WHITTIER COLLEGE 13406 PHILADELPHIA ST, WHITTIER, CA 90601	95-1644048	501(C)(3)	50,000				GENERAL SUPPORT
(199) WILLIAMSON COLLEGE OF THE TRADES 106 S NEW MIDDLETOWN RD, MEDIA, PA 19063	23-1352691	501(C)(3)	10,000				GENERAL SUPPORT
(200) WOODSON CENTER 1625 K ST NW, STE 410, WASHINGTON, DC 20006	52-1217891	501(C)(3)	22,500				GENERAL SUPPORT
(201) YOUNG ARTISTS INITIATIVE 463 MARIE AVE EAST, STE 211, ST. PAUL, MN 55106	47-3986964	501(C)(3)	20,000				GENERAL SUPPORT
(202) YOUNG MEN'S CHRISTIAN ASSOCIATION OF THE NORTH 651 NICOLLET, STE 500, MINNEAPOLIS, MN 55414	45-2563299	501(C)(3)	33,000				GENERAL SUPPORT

## Part IV

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

Return Reference - Identifier	Explanation
SCHEDULE I, PART I, LINE 2 - PROCEDURES FOR MONITORING USE OF GRANT FUNDS.	HELPING LOW-INCOME STUDENTS PURSUE HIGHER EDUCATION IS CORE TO ECMC FOUNDATION'S MISSION. ECMC FOUNDATION CLOSELY MONITORS THE USE OF THE CASH GRANTS TO ECMC EDUCATION, INC. THROUGH REPORTS TO MANAGEMENT AND THE BOARD OF DIRECTORS ON A REGULAR BASIS. THE REMAINING GRANTS AND ASSISTANCE TO THE ORGANIZATIONS LISTED IN PART II FURTHER ECMC FOUNDATION'S MISSION AND PROGRAM EVALUATIONS ARE PART OF ALL GRANT PROJECTS FUNDED.
(1) SCHEDULE I, PART II, COLUMN A - NAME AND ADDRESS OF ORGANIZATION OR GOVERNMENT	ECMC EDUCATION 111 WASHINGTON AVE S, STE 1400, MINNEAPOLIS, MN 55401
(10) SCHEDULE I, PART II, COLUMN A - NAME AND ADDRESS OF ORGANIZATION OR GOVERNMENT	ALBUQUERQUE ACADEMY 6400 WYOMING BLVD NE, ALBUQUERQUE, NM 87109
(11) SCHEDULE I, PART II, COLUMN A - NAME AND ADDRESS OF ORGANIZATION OR GOVERNMENT	ALTASEA AT THE PORT OF LOS ANGELES 2456 SOUTH SIGNAL ST, BERTH 58, SAN PEDRO, CA 90731
(2) SCHEDULE I, PART II, COLUMN A - NAME AND ADDRESS OF ORGANIZATION OR GOVERNMENT	EDUCATIONAL CREDIT MANAGEMENT CORPORATION 111 WASHINGTON AVE S, STE 1400, MINNEAPOLIS, MN 55401
(3) SCHEDULE I, PART II, COLUMN A - NAME AND ADDRESS OF ORGANIZATION OR GOVERNMENT	ECMC GROUP 111 WASHINGTON AVE S, STE 1400, MINNEAPOLIS, MN 55401
(5) SCHEDULE I, PART II, COLUMN A - NAME AND ADDRESS OF ORGANIZATION OR GOVERNMENT	ACHIEVEMPLS 2829 UNIVERSITY AVE SE, STE 850, MINNEAPOLIS, MN 55414
(6) SCHEDULE I, PART II, COLUMN A - NAME AND ADDRESS OF ORGANIZATION OR GOVERNMENT	ACHIEVING THE DREAM 8484 GEORGIA AVE, STE 500, SILVER SPRING, MD 20910
(9) SCHEDULE I, PART II, COLUMN A - NAME AND ADDRESS OF ORGANIZATION OR GOVERNMENT	ADOPT-A-CLASSROOM INC 401 SECOND AVE N, STE 305, MINNEAPOLIS, MN 55401
SCHEDULE I, PART II, COLUMN H - PURPOSE OF GRANT OR ASSISTANCE	ECMC EDUCATION: CAREER READINESS & PROGRAM SUPPORT
SCHEDULE I, PART II, COLUMN H - PURPOSE OF GRANT OR ASSISTANCE	ECMC GROUP: EDUCATION INNOVATION VENTURES
SCHEDULE I, PART II, COLUMN H - PURPOSE OF GRANT OR ASSISTANCE	ACTIVE MINDS: COLLEGE SUCCESS & GENERAL SUPPORT

**SCHEDULE J  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

Name of the organization

ECMC FOUNDATION

**Compensation Information**

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.

▶ Attach to Form 990.

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

OMB No. 1545-0047

**2021**

**Open to Public Inspection**

Employer identification number

41-1990628

**Part I Questions Regarding Compensation**

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

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

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

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

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)–(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(SEE STATEMENT)	(i)							
	(ii)							
1	(i)							
	(ii)							
2	(i)							
	(ii)							
3	(i)							
	(ii)							
4	(i)							
	(ii)							
5	(i)							
	(ii)							
6	(i)							
	(ii)							
7	(i)							
	(ii)							
8	(i)							
	(ii)							
9	(i)							
	(ii)							
10	(i)							
	(ii)							
11	(i)							
	(ii)							
12	(i)							
	(ii)							
13	(i)							
	(ii)							
14	(i)							
	(ii)							
15	(i)							
	(ii)							
16	(i)							
	(ii)							

**Part II**

**Officers, Directors, Trustees, Key Employees and Highest Compensated Employees** (continued)

(a) Name	(b) Breakdown of W-2 and/or 1099-MISC compensation			(c) Retirement and other deferred compensation	(d) Nontaxable benefits	(e) Total of columns (b)(i)-(d)	(f) Compensation reported in prior Form 990 or Form 990-EZ
	(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) GREGORY A. VAN GUILDER FORMER CFO NOT PAID BY FOUNDATION; CURRENT CIO, ECMC GROUP	(i)	0	0	0	0	0	0
	(ii)	679,500	527,838	131,565	90,009	1,445,516	19,500
(2) JEREMY J. WHEATON PRESIDENT & CEO, ECMC GROUP, INC. (UNTIL 07-02-22)	(i)	0	0	0	0	0	0
	(ii)	613,233	605,500	23,198	89,207	1,363,645	19,500
(3) DANIEL S. FISHER GROUP PRES & CEO (EFF. 07-03-22); GROUP GC & CORP SEC NOT PAID BY FND & ECMC PRES (UNTIL 07-02-22)	(i)	0	0	0	0	0	0
	(ii)	413,901	385,921	23,700	66,055	924,356	19,500
(4) PETER J. TAYLOR PRESIDENT & DIRECTOR, ECMC FOUNDATION	(i)	487,526	80,000	112,007	133,330	832,774	94,985
	(ii)	0	0	0	0	0	0
(5) MARTIN A. SCANLON CFO & TREASURER NOT PAID BY FOUNDATION	(i)	0	0	0	0	0	0
	(ii)	366,173	320,702	23,021	59,142	801,545	19,500
(6) LYNN ALVAREZ VP, FOUNDATION PROGRAMS AND STRATEGY	(i)	296,578	0	5,511	35,400	355,730	1,048
	(ii)	0	0	0	0	0	0
(7) JAMES V. MCKEON BOARD CHAIR NOT PAID BY FOUNDATION	(i)	0	0	0	0	0	0
	(ii)	193,750	0	0	0	193,750	0
(8) JENNIFER E. ZEISLER SR DIR, PROGRAM MANAGEMENT	(i)	161,646	0	1,876	19,628	193,734	0
	(ii)	0	0	0	0	0	0
(9) JESSICA E. HASELTON DIR, PROGRAM-RELATED INVESTMENTS	(i)	130,984	0	1,958	16,827	183,599	0
	(ii)	0	0	0	0	0	0
(10) SARAH BELNICK SR DIR, PROGRAM MANAGEMENT	(i)	146,347	0	1,228	17,803	176,922	0
	(ii)	0	0	0	0	0	0
(11) MAURICE M. SALTER DIRECTOR NOT PAID BY FOUNDATION	(i)	0	0	0	0	0	0
	(ii)	157,500	0	0	0	157,500	0
(12) JULIA S. GOUW DIRECTOR NOT PAID BY FOUNDATION	(i)	0	0	0	0	0	0
	(ii)	155,000	0	0	0	155,000	0
(13) LORAIN PARK MGR, LEARNING AND IMPACT	(i)	116,662	0	1,235	14,815	152,988	0
	(ii)	0	0	0	0	0	0
(14) JOHN F. DEPODESTA FORMER BOARD CHAIR NOT PAID BY FOUNDATION	(i)	0	0	0	0	0	0
	(ii)	75,000	0	0	0	75,000	0
(15) ROBERTA COOPER RAMO FORMER DIRECTOR NOT PAID BY FOUNDATION	(i)	0	0	0	0	0	0
	(ii)	60,000	0	0	0	60,000	0
(16) I. KING JORDAN FORMER DIRECTOR NOT PAID BY FOUNDATION	(i)	0	0	0	0	0	0
	(ii)	30,000	0	0	0	30,000	0

Part III

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

Return Reference - Identifier	Explanation
SCHEDULE J, PART I, LINE 1A - TAX INDEMNIFICATION AND GROSS-UP PAYMENTS	CERTAIN TAXABLE BENEFITS ARE GROSSED UP TO MAKE THE EMPLOYEE WHOLE; THIS HAS BEEN APPROVED BY THE BOARD OF DIRECTORS.
SCHEDULE J, PART I, LINE 3 - ARRANGEMENT USED TO ESTABLISH THE TOP MANAGEMENT OFFICIAL'S COMPENSATION	AS NOTED IN PART VII OF FORM 990 AND SCHEDULE J, PART II, THE ONLY EXECUTIVE OFFICER COMPENSATED BY ECMC FOUNDATION WAS THE PRESIDENT, PETER J. TAYLOR. ALL OTHER EXECUTIVE OFFICERS' COMPENSATION WAS PAID BY RELATED ORGANIZATIONS.
SCHEDULE J, PART I, LINE 4B - SUPPLEMENTAL NONQUALIFIED RETIREMENT PLAN	ECMC GROUP, INC. MAINTAINS A SUPPLEMENTAL NONQUALIFIED RETIREMENT PLAN DESCRIBED IN SECTION 457(F), AND A SUPPLEMENTAL EMPLOYEE RETIREMENT PLAN (SERP), TO ATTRACT AND RETAIN EMPLOYEES, TYPICALLY IN MANAGEMENT POSITIONS. IN 2021, JEREMY J. WHEATON, GREGORY A. VAN GUILDER, DANIEL S. FISHER AND MARTIN A. SCANLON PARTICIPATED IN THE 457(F) PLAN, AND RECEIVED EMPLOYER CONTRIBUTIONS OF \$35,757, \$14,209, \$10,755 AND \$3,842, RESPECTIVELY, AND PETER J. TAYLOR PARTICIPATED IN THE SERP PLAN, AND RECEIVED AN EMPLOYER CONTRIBUTION OF \$81,361.
SCHEDULE J, PART I, LINE 5B - COMPENSATION CONTINGENT ON REVENUES OF A RELATED ORGANIZATION	AS NOTED IN PART VII OF FORM 990 AND SCHEDULE J, PART II, THE ONLY EXECUTIVE OFFICER COMPENSATED BY ECMC FOUNDATION WAS THE PRESIDENT, PETER J. TAYLOR. ALL OTHER EXECUTIVE OFFICERS' COMPENSATION WAS PAID BY RELATED ORGANIZATIONS. ECMC GROUP, INC.'S ANNUAL OFFICER INCENTIVE PLAN REQUIRES ACHIEVEMENT OF STATED PRIMARY FINANCIAL GOALS, WHICH INCLUDES REVENUES, BEFORE ANY PAYMENT TO ANY OFFICER IS MADE.
SCHEDULE J, PART I, LINE 6B - COMPENSATION CONTINGENT ON NET EARNINGS OF A RELATED ORGANIZATION	AS NOTED IN PART VII OF FORM 990 AND SCHEDULE J, PART II, THE ONLY EXECUTIVE OFFICER COMPENSATED BY ECMC FOUNDATION WAS THE PRESIDENT, PETER J. TAYLOR. ALL OTHER EXECUTIVE OFFICERS' COMPENSATION WAS PAID BY RELATED ORGANIZATIONS. ECMC GROUP, INC.'S ANNUAL OFFICER INCENTIVE PLAN REQUIRES ACHIEVEMENT OF STATED KEY PERFORMANCE METRICS, WHICH INCLUDES NET EARNINGS BEFORE ANY PAYMENT TO ANY OFFICER IS MADE.

**SCHEDULE O  
(Form 990)**

Department of Treasury Internal Revenue Service

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

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

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

OMB No. 1545-0047

**2021**

Open to Public Inspection

Name of the Organization  
**ECMC FOUNDATION**

Employer Identification Number  
**41-1990628**

Return Reference - Identifier	Explanation
FORM 990, PART III, LINE 4A - PROGRAM SERVICE DESCRIPTION	INCREASE CURRENTLY ENROLLED STUDENTS' PERSISTENCE TOWARD A DEGREE; SUPPORT ON-TIME TRANSFER FROM TWO-YEAR TO FOUR-YEAR INSTITUTIONS; ENHANCE STUDENTS' PATHWAYS TO GRADUATION WITH CAREER-READY SKILLS; AND EVALUATE NEW RESEARCH FINDINGS AND PUBLICATIONS THAT PROMOTE STUDENT SUCCESS OUTCOMES. COLLEGE SUCCESS CURRENTLY FOCUSES ITS GRANTMAKING TOWARD PROGRAMS, INSTITUTIONAL NETWORKS, RESEARCH AND POLICY THAT ADDRESS BASIC NEEDS, IMPROVING CREDIT MOBILITY AND TRANSFER, ENHANCING STUDENT-CENTERED SUPPORT AND REFORMING SYSTEMIC APPROACHES TO ENHANCE COMPLETION. ADDITIONALLY, COLLEGE SUCCESS HAS MADE SIGNIFICANT INVESTMENTS IN COALITION EFFORTS WORKING TO MOVE THE NEEDLE ON KEY ISSUES: BASIC NEEDS INITIATIVE AND CATALYZING TRANSFER INITIATIVE.
FORM 990, PART III, LINE 4B - PROGRAM SERVICE DESCRIPTION	INITIATIVES FOR SINGLE MOTHER STUDENT SUCCESS, IMPROVING ONLINE CTE AND CTE LEADERSHIP COLLABORATIVE) AND GENERATE LEARNINGS THAT WILL BE BENEFICIAL TO THE FIELD, TO UTILIZE INTERMEDIARIES TO BUILD THE CAPACITY OF INSTITUTIONS AND ORGANIZATIONS TO SUSTAIN AND SCALE PROMISING PRACTICES AND TO SUPPORT ORGANIZATIONS TO RESEARCH, EVALUATE, AND SHARE EFFORTS TO IMPROVE PRACTICE AND INFORM POLICY. THE PROGRAM IS ROOTED IN THE BELIEF THAT LEARNERS WHO COMPLETE CREDIT-BEARING PROGRAMS AND EARN ACADEMIC CREDENTIALS WILL EXPERIENCE IMPROVED ECONOMIC STABILITY AND INCREASED SOCIAL MOBILITY.
FORM 990, PART III, LINE 4C - PROGRAM SERVICE DESCRIPTION	OUTCOMES AND ECONOMIC MOBILITY AMONG LEARNERS AND JOBSEEKERS FROM SYSTEMICALLY DISADVANTAGED BACKGROUNDS. FINANCIAL RETURNS ARE REINVESTED INTO ADDITIONAL PROGRAM-RELATED INVESTMENTS, ALLOWING ECMC FOUNDATION TO RECYCLE INVESTMENT DOLLARS TO FUND FURTHER IMPACT INITIATIVES AND DRIVE CHANGES IN ECONOMIC MOBILITY FOR LEARNERS AND JOBSEEKERS. IN 2021, EIV INVESTMENTS WERE FOCUSED TOWARD PROMISING, EQUITY-MINDED SOLUTIONS THAT COULD BOLSTER THREE BUILDING BLOCKS OF A POST-PANDEMIC ECONOMIC RECOVERY: I.E., CAREER NAVIGATION AND EXPLORATION TOOLS, TRAINING, UPSKILLING AND RESKILLING PROGRAMS, AND INNOVATIVE FINANCING STRUCTURES. AT YEAR END 2021, EIV HAS INVESTED \$6.85 MILLION ACROSS 21 VENTURES.
FORM 990, PART III, LINE 4D - DESCRIPTION OF OTHER PROGRAM SERVICES	(EXPENSES \$13,168,920 INCLUDING GRANTS OF \$9,571,350)(REVENUE \$670)  OTHER PROGRAMS. MISCELLANEOUS PROGRAMS AND ACTIVITIES FOR THE FURTHERANCE OF EDUCATIONAL OPPORTUNITIES THROUGH GRANTS, AWARDS AND RESEARCH ON THE MANAGEMENT OF EDUCATIONAL DEBT.
FORM 990, PART III, LINE 4D - DESCRIPTION OF OTHER PROGRAM SERVICES	(EXPENSES \$1,000,000 INCLUDING GRANTS OF \$1,000,000)(REVENUE \$0)  GO! PROGRAM. ECMC FOUNDATION AWARDS GRANTS TO THE GENERATING OUTCOMES (GO!) PROGRAM, A CORPORATE INITIATIVE TO FUND EDUCATION INNOVATION BY FUNDING IDEAS AND PARTNERSHIPS THAT CAN BE EXAMINED FOR EFFECTIVENESS IN THE LOCAL COMMUNITIES OF THE ECMC GROUP, INC. EMPLOYEES. TO QUALIFY FOR PAYMENT OF A GO! PROGRAM GRANT, THE AWARDED RECIPIENT MUST BE A THIRD-PARTY NONPROFIT ENTITY OR A GOVERNMENTAL PARTNER, SUCH AS PUBLIC SCHOOLS, AND EXPEND THE GRANT AWARD FOR THE PURPOSE DESIGNATED IN THE RECIPIENT'S GRANT PROPOSAL. IN 2021, ECMC FOUNDATION AWARDED GRANTS RANGING FROM \$5,000 TO \$20,000 EACH TO 101 ORGANIZATIONS FOR A TOTAL OF \$1 MILLION.
FORM 990, PART VI, LINE 2 - FAMILY/BUSINESS RELATIONSHIPS AMONGST INTERESTED PERSONS	MR. MCKEON AND MR. SALTER - BUSINESS RELATIONSHIP
FORM 990, PART VI, LINE 6 - CLASSES OF MEMBERS OR STOCKHOLDERS	ECMC FOUNDATION HAS ONE MEMBER. THE MEMBER IS ECMC GROUP, INC. A DELAWARE, NON-STOCK, NONPROFIT CORPORATION EXEMPT UNDER SECTION 501(C)(3). THERE ARE NO STOCKHOLDERS.
FORM 990, PART VI, LINE 7A - MEMBERS OR STOCKHOLDERS ELECTING MEMBERS OF GOVERNING BODY	ECMC GROUP, INC. HAS THE RIGHT TO ELECT AND/OR APPROVE ALL THE DIRECTORS OF THE ECMC FOUNDATION BOARD OF DIRECTORS.
FORM 990, PART VI, LINE 7B - DECISIONS REQUIRING APPROVAL BY MEMBERS OR STOCKHOLDERS	ECMC GROUP, INC., THE SOLE MEMBER OF ECMC FOUNDATION, RETAINS THE FOLLOWING AUTHORITY OVER ECMC FOUNDATION: 1. TO AUTHORIZE AMENDMENTS TO THE ARTICLES OF INCORPORATION AND BYLAWS. 2. TO APPROVE THE STRATEGIC AND FINANCIAL PLANS. 3. TO ELECT AND/OR APPROVE THE MEMBERS OF THE BOARD OF DIRECTORS. 4. TO OVERSEE COORDINATION OF PROGRAMS AND SERVICES OFFERED. 5. TO AUTHORIZE FORMATION, GOVERNANCE AND DISSOLUTION.

Return Reference - Identifier	Explanation
FORM 990, PART VI, LINE 11B - REVIEW OF FORM 990 BY GOVERNING BODY	ALL MEMBERS OF THE BOARD OF DIRECTORS AND EXECUTIVE MANAGEMENT ARE PROVIDED A COPY OF FORM 990 TO REVIEW AND PROVIDE COMMENTS PRIOR TO FILING. ALL MEMBERS OF THE BOARD OF DIRECTORS AND EXECUTIVE MANAGEMENT ARE PROVIDED WITH A COPY OF THE FINAL VERSION OF FORM 990 BEFORE IT HAS BEEN FILED.
FORM 990, PART VI, LINE 12C - CONFLICT OF INTEREST POLICY	<p>OFFICERS, DIRECTORS AND ALL EMPLOYEES ARE REQUIRED TO REAFFIRM ON AN ANNUAL BASIS THEIR UNDERSTANDING OF THE COMPANY'S CONFLICT OF INTEREST POLICY. THE AFFIRMATION SPECIFICALLY REFERENCES THAT THE INDIVIDUAL WILL COMPLY WITH THE DIRECTIVES OF THE CONFLICT OF INTEREST POLICY. OFFICERS, DIRECTORS AND KEY EMPLOYEES ARE ALSO REQUIRED TO COMPLETE AN ANNUAL FORM 990 RELATIONSHIP DISCLOSURE DOCUMENT TO IDENTIFY ANY POTENTIAL CONFLICTS OF INTEREST. FINALLY, THE COMPANY'S VENDOR PROCUREMENT PROCESS INCLUDES QUESTIONS OF BUSINESS UNIT CONTRACT OWNERS TO DETERMINE IF ANY CONFLICTS OF INTEREST MAY EXIST. MONITORING AND ENFORCEMENT OF THE POLICY ARE ACCOMPLISHED THROUGH THE POLICY REAFFIRMATION PROCESS, AFFIRMATIVE DISCLOSURE REQUESTS AND THE POLICY REQUIREMENT THAT ALL CONFLICTS OF INTEREST BE REPORTED.</p> <p>IN CASES WHERE A POTENTIAL CONFLICT EXISTS AT THE OFFICER AND KEY EMPLOYEE LEVELS, THE ISSUE IS DISCLOSED TO THE INDIVIDUAL'S SUPERVISOR, GENERAL COUNSEL AND/OR VICE PRESIDENT, DEPUTY GENERAL COUNSEL. FOR POTENTIAL CONFLICTS INVOLVING DIRECTORS, THE DISCLOSURE IS MADE TO THE BOARD CHAIR. THE DIRECTOR WILL BE REQUIRED TO EXCUSE THEMSELVES FROM DELIBERATION AND VOTING ON MATTERS FOR WHICH THEY MAY HAVE A CONFLICT OF INTEREST.</p>
FORM 990, PART VI, LINE 13 - WHISTLEBLOWER POLICY	<p>THE ECMC GROUP, INC. WHISTLEBLOWER POLICY REQUIRES DIRECTORS, OFFICERS AND EMPLOYEES TO OBSERVE HIGH STANDARDS OF BUSINESS AND PERSONAL ETHICS IN THE CONDUCT OF THEIR DUTIES AND RESPONSIBILITIES. EMPLOYEES AND REPRESENTATIVES OF THE CORPORATION ARE DIRECTED TO PRACTICE HONESTY AND INTEGRITY IN FULFILLING THEIR RESPONSIBILITIES AND COMPLY WITH ALL APPLICABLE LAWS AND REGULATIONS. THE POLICY REQUIRES REPORTING OF POTENTIAL ILLEGAL PRACTICES OR VIOLATIONS OF CORPORATE POLICIES, AND PROHIBITS RETALIATION FOR GOOD FAITH REPORTING OF SUSPECTED VIOLATIONS UNDER THE POLICY.</p> <p>IN ADDITION, ECMC GROUP, INC. HAS A CODE OF ETHICS AND BUSINESS CONDUCT POLICY THAT IS AFFIRMED ANNUALLY BY ALL ECMC GROUP, INC. AND AFFILIATED COMPANIES' OFFICERS AND EMPLOYEES. THERE IS A PROVISION INCORPORATED INTO THE CODE OF ETHICS AND BUSINESS CONDUCT POLICY THAT STATES THERE CAN BE NO RETALIATION AGAINST ANYONE ACTING IN GOOD FAITH WHEN ASKING A QUESTION, REPORTING A CONCERN OR FOR PARTICIPATING IN AN INVESTIGATION. ECMC GROUP, INC. HAS ESTABLISHED A TELEPHONE HOTLINE AND WEBSITE ADMINISTERED BY AN OUTSIDE VENDOR TO REPORT CONCERNS, WITH AN OPTION TO REPORT ANONYMOUSLY. THE HOTLINE AND WEBSITE ARE AVAILABLE AND ACCESSIBLE TO ECMC GROUP, INC. AND AFFILIATED COMPANIES' DIRECTORS, OFFICERS, EMPLOYEES AND VENDORS.</p>
FORM 990, PART VI, LINE 15A - PROCESS TO ESTABLISH COMPENSATION OF TOP MANAGEMENT OFFICIAL	<p>AS NOTED IN PART VII OF FORM 990 AND SCHEDULE J, PART II, THE ONLY EXECUTIVE OFFICER COMPENSATED BY ECMC FOUNDATION WAS THE PRESIDENT, PETER J. TAYLOR. ALL OTHER EXECUTIVE OFFICERS' COMPENSATION WAS PAID BY RELATED ORGANIZATIONS.</p> <p>THE GOVERNANCE &amp; COMPENSATION COMMITTEE OF THE ECMC GROUP, INC. BOARD OF DIRECTORS IS WHOLLY COMPRISED OF INDEPENDENT, OUTSIDE DIRECTORS. IN 2021, THE COMMITTEE RETAINED EXECUTIVE COMPENSATION EXPERTS FROM GRANT THORNTON, A GLOBAL COMPENSATION CONSULTING ORGANIZATION, THROUGH ARNOLD &amp; PORTER KAYE SCHOLER LLP TO IDENTIFY APPROPRIATE CEO AND SENIOR EXECUTIVE COMPENSATION PACKAGES. ARNOLD &amp; PORTER KAYE SCHOLER LLP PROVIDED AN OPINION ON THE REASONABLENESS OF THIS COMPENSATION. THE MARKET ANALYSIS PERFORMED BY GRANT THORNTON FOR ARNOLD &amp; PORTER KAYE SCHOLER LLP INCLUDES SALARY AND INCENTIVE DATA FROM AN APPROPRIATE PEER GROUP UNDER IRS REGULATIONS AND INCLUDES ONLY NONPROFIT ENTITIES.</p>
FORM 990, PART VI, LINE 15B - PROCESS TO ESTABLISH COMPENSATION OF OTHER OFFICERS OR KEY EMPLOYEES	<p>AS NOTED IN PART VII OF FORM 990 AND SCHEDULE J, PART II, THE ONLY EXECUTIVE OFFICER COMPENSATED BY ECMC FOUNDATION WAS THE PRESIDENT, PETER J. TAYLOR. ALL OTHER EXECUTIVE OFFICERS' COMPENSATION WAS PAID BY RELATED ORGANIZATIONS.</p> <p>THE GOVERNANCE &amp; COMPENSATION COMMITTEE OF THE ECMC GROUP, INC. BOARD OF DIRECTORS IS WHOLLY COMPRISED OF INDEPENDENT, OUTSIDE DIRECTORS. IN 2021, THE COMMITTEE RETAINED EXECUTIVE COMPENSATION EXPERTS FROM GRANT THORNTON, A GLOBAL COMPENSATION CONSULTING ORGANIZATION, THROUGH ARNOLD &amp; PORTER KAYE SCHOLER LLP TO IDENTIFY APPROPRIATE CEO AND SENIOR EXECUTIVE COMPENSATION PACKAGES. ARNOLD &amp; PORTER KAYE SCHOLER LLP PROVIDED AN OPINION ON THE REASONABLENESS OF THIS COMPENSATION. THE MARKET ANALYSIS PERFORMED BY GRANT THORNTON FOR ARNOLD &amp; PORTER KAYE SCHOLER LLP INCLUDES SALARY AND INCENTIVE DATA FROM AN APPROPRIATE PEER GROUP UNDER IRS REGULATIONS AND INCLUDES ONLY NONPROFIT ENTITIES.</p>
FORM 990, PART VI, LINE 19 - REQUIRED DOCUMENTS AVAILABLE TO THE PUBLIC	THE FORM 990 IS MADE AVAILABLE TO THE PUBLIC ON ECMC FOUNDATION'S WEBSITE. DOCUMENTS ARE MADE AVAILABLE TO THE PUBLIC AS REQUIRED BY LAW.

Return Reference - Identifier	Explanation							
FORM 990, PART VII, SECTION A - DIRECTORS' COMPENSATION	<p>ECMC FOUNDATION DIRECTORS DO NOT RECEIVE COMPENSATION FOR THEIR SERVICE ASSOCIATED WITH ECMC FOUNDATION, BUT DO RECEIVE COMPENSATION FOR THEIR SERVICE PROVIDED TO RELATED ORGANIZATIONS--ECMC AND ECMC GROUP, INC.</p> <p>WITH THE EXCEPTION OF THE PRESIDENT, PETER J. TAYLOR, THE EXECUTIVE OFFICERS OF ECMC FOUNDATION DO NOT RECEIVE COMPENSATION FOR THEIR SERVICE ASSOCIATED WITH ECMC FOUNDATION, BUT DO RECEIVE COMPENSATION FOR THEIR SERVICE PROVIDED TO RELATED ORGANIZATIONS--ECMC AND ECMC GROUP, INC.</p> <p>JOHN F. DEPODESTA, ROBERTA COOPER RAMO AND I. KING JORDAN, FORMER DIRECTORS, HAD CONSULTING AGREEMENTS IN 2021.</p>							
FORM 990, PART X, LINE 12 - INVESTMENTS-OTHER SECURITIES	<p>INVESTMENTS-OTHER SECURITIES OF \$1,072,454,019 ARE HELD IN THE ECMC GROUP, INC. APPORTIONED INVESTMENT POOL AND \$458,486 ARE INVESTED IN A FUND OUTSIDE OF THE APPORTIONED INVESTMENT POOL.</p> <p>INVESTMENTS IN ECMC GROUP, INC. APPORTIONED INVESTMENT POOL REPRESENT AN OWNERSHIP INTEREST IN THE INVESTMENT POOL MANAGED BY ECMC GROUP, INC., NOT IN THE UNDERLYING ASSETS THEMSELVES. THE OWNERSHIP INTERESTS IN THIS POOL ARE NOT THEMSELVES PUBLICLY TRADED, NOR CAN THEY BE VALUED BASED ON DIRECT OR INDIRECT INPUTS AS DEFINED BY FINANCIAL ACCOUNTING STANDARDS BOARD ACCOUNTING STANDARDS CODIFICATION TOPIC 820. ECMC FOUNDATION'S INVESTMENTS CONSIST OF POOLED FUNDS INVESTED WITH ECMC GROUP, INC. THAT ARE GENERALLY REDEEMABLE UPON REQUEST. THE POOLED INVESTMENT IS, UNDER FAIR VALUE HIERARCHY, A LEVEL 2 INVESTMENT.</p> <p>THE INVESTMENT STRATEGY OF ECMC FOUNDATION IS TO DIVERSIFY RISK AND PROVIDE A RETURN THAT SATISFIES THE SHORT- AND LONG-TERM OBJECTIVES. THE APPORTIONED INVESTMENT POOL HAS UNFUNDED COMMITMENTS OF APPROXIMATELY \$494,718,000 IN ALTERNATIVE INVESTMENTS. ECMC FOUNDATION HAS NO UNFUNDED COMMITMENTS TO THE APPORTIONED INVESTMENT POOL AT DECEMBER 31, 2021.</p>							
FORM 990, PART XI, LINE 5 - NET UNREALIZED GAIN ON INVESTMENTS	NET UNREALIZED GAIN ON INVESTMENT IN THE ECMC GROUP, INC. APPORTIONED INVESTMENT POOL ARE \$260,841,766.							
FORM 990, PART XI, LINE 9 - OTHER CHANGES IN NET ASSETS OR FUND BALANCES	<table border="1"> <thead> <tr> <th data-bbox="467 909 1304 930">(a) Description</th> <th data-bbox="1312 909 1513 930">(b) Amount</th> </tr> </thead> <tbody> <tr> <td data-bbox="467 940 1304 1003">GRANTS AWARDED IN A PRIOR YEAR AND RETURNED OR REFUNDED IN 2021. THE AWARDS WERE CORRECTLY RECORDED IN THE PRIOR YEARS ON ECMC FOUNDATION'S BOOKS.</td> <td data-bbox="1312 940 1513 1003">236,092</td> </tr> <tr> <td data-bbox="467 1014 1304 1056">ROUNDING ADJUSTMENT BECAUSE DOLLARS ARE REPORTED IN THOUSANDS ON THE AUDITED FINANCIAL STATEMENTS</td> <td data-bbox="1312 1014 1513 1056">- 2,110</td> </tr> </tbody> </table>		(a) Description	(b) Amount	GRANTS AWARDED IN A PRIOR YEAR AND RETURNED OR REFUNDED IN 2021. THE AWARDS WERE CORRECTLY RECORDED IN THE PRIOR YEARS ON ECMC FOUNDATION'S BOOKS.	236,092	ROUNDING ADJUSTMENT BECAUSE DOLLARS ARE REPORTED IN THOUSANDS ON THE AUDITED FINANCIAL STATEMENTS	- 2,110
	(a) Description	(b) Amount						
	GRANTS AWARDED IN A PRIOR YEAR AND RETURNED OR REFUNDED IN 2021. THE AWARDS WERE CORRECTLY RECORDED IN THE PRIOR YEARS ON ECMC FOUNDATION'S BOOKS.	236,092						
ROUNDING ADJUSTMENT BECAUSE DOLLARS ARE REPORTED IN THOUSANDS ON THE AUDITED FINANCIAL STATEMENTS	- 2,110							
GRANTS AWARDED IN A PRIOR YEAR AND RETURNED OR REFUNDED IN 2021. THE AWARDS WERE CORRECTLY RECORDED IN THE PRIOR YEARS ON ECMC FOUNDATION'S BOOKS.	236,092							
ROUNDING ADJUSTMENT BECAUSE DOLLARS ARE REPORTED IN THOUSANDS ON THE AUDITED FINANCIAL STATEMENTS	- 2,110							

**SCHEDULE R  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

Name of the organization  
**ECMC FOUNDATION**

**Related Organizations and Unrelated Partnerships**

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.  
▶ Attach to Form 990.

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

OMB No. 1545-0047

**2021**

**Open to Public  
Inspection**

Employer identification number  
**41-1990628**

**Part I Identification of Disregarded Entities.** Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
(1) -----					
(2) -----					
(3) -----					
(4) -----					
(5) -----					
(6) -----					

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
(1) EDUCATIONAL CREDIT MANAGEMENT CORPORATION (41-1778617) 111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401	GUARANTOR	MN	501(C)(3)	10	ECMC GROUP, INC.		✓
(2) ECMC GROUP, INC. (41-1991995) 111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401	EDUCATION FINANCE	DE	501(C)(3)	12 TYPE II	N/A		✓
(3) ECMC EDUCATION, INC. (47-2237488) 111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401	CAREER COLLEGES	DE	501(C)(3)	2	ECMC GROUP, INC.		✓
(4) ECMC REVENUE MANAGEMENT CORPORATION (83-1761663) 111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401	STUDENT LOAN DEFAULT RESOLUTION	DE	501(C)(3)	10	EDUCATIONAL CREDIT MANAGEMENT CORPORATION		✓
(5) ECMC SERVICES, INC. (83-1763915) 111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401	STUDENT LOAN REPAYMENT SERVICES	DE	501(C)(3)	10	EDUCATIONAL CREDIT MANAGEMENT CORPORATION		✓
(6) -----							
(7) -----							

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512–514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
(1) (SEE STATEMENT)												
(2)												
(3)												
(4)												
(5)												
(6)												
(7)												

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
(1) (SEE STATEMENT)									
(2)									
(3)									
(4)									
(5)									
(6)									
(7)									

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

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

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

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

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

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

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under sections 512–514)	(e) Are all partners section 501(c)(3) organizations?		(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
				Yes	No			Yes	No		Yes	No	
(1) .....													
(2) .....													
(3) .....													
(4) .....													
(5) .....													
(6) .....													
(7) .....													
(8) .....													
(9) .....													
(10) .....													
(11) .....													
(12) .....													
(13) .....													
(14) .....													
(15) .....													
(16) .....													

**Part III**

**Identification of Related Organizations Taxable as a Partnership** (continued)

(a) Name, address and EIN of related organization	(b) Primary Activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income related, unrelated, excluded from tax under sections 512-514	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V - UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
(1) ATX A-TEAM THE GUILD LP (84-3490066) 500 W SECOND ST, STE 1900 153, AUSTIN, TX 78701	INVESTMENTS	TX	N/A	N/A	N/A	N/A		✓	N/A		✓	N/A
(2) ATX VENTURE PARTNERS IV, LP (87-2760203) 500 W SECOND ST, STE 1900 153, AUSTIN, TX 78701	INVESTMENTS	DE	N/A	N/A	N/A	N/A		✓	N/A		✓	N/A
(3) AUBREY GEMS PARTNERS, LP (36-5009933) 800 THIRD AVE, 28TH FL, NEW YORK, NY 10022	INVESTMENTS	NY	N/A	N/A	N/A	N/A		✓	N/A		✓	N/A
(4) BST 052, A SERIES OF SAX CAPITAL SERIES FUND III, LP (85-3876811) PO BOX 3217, SEATTLE, WA 98114	INVESTMENTS	DE	N/A	N/A	N/A	N/A		✓	N/A		✓	N/A
(5) CRP VF IV GP, LP (86-3644095) 7600 N CAP OF TX HWY, BLDG B STE 130, AUSTIN, TX 78731	INVESTMENTS	DE	N/A	N/A	N/A	N/A		✓	N/A		✓	N/A
(6) CAPRIDGE PARTNERS VALUE FUND IV, LP (86-3617471) 7600 N CAP OF TX HWY, BLDG B STE 130, AUSTIN, TX 78731	INVESTMENTS	DE	N/A	N/A	N/A	N/A		✓	N/A		✓	N/A
(7) CHLOE CAPITAL FUND I, LP (84-4269068) 700 CASCADILLA ST, STE 201, ITHACA, NY 14850	INVESTMENTS	DE	N/A	N/A	N/A	N/A		✓	N/A		✓	N/A
(8) COMMONFUND CAPITAL SECONDARIES OPPORTUNITIES FUND, LP (84-2082338) 15 OLD DANBURY RD, WILTON, CT 06897	INVESTMENTS	DE	N/A	N/A	N/A	N/A		✓	N/A		✓	N/A
(9) ECMC-UV CO-INVESTMENT FUND, LP (81-3873029) 104 W 40TH ST, STE 1600, NEW YORK, NY 10018	INVESTMENTS	DE	N/A	N/A	N/A	N/A		✓	N/A		✓	N/A
(10) GEM MINING 4 LLC (87-1562792) 550 S MAIN ST, STE 310, GREENVILLE, SC 29601	INVESTMENTS	DE	N/A	N/A	N/A	N/A		✓	N/A		✓	N/A
(11) 1 NORTH CHINA A EQUITY FUND LLC (84-4524632) 1 N WACKER DR, CHICAGO, IL 60606	INVESTMENTS	DE	N/A	N/A	N/A	N/A		✓	N/A		✓	N/A
(12) ONRAMP EDUCATION AND WORKFORCE INNOVATION FUND I, LLC (84-3999115) 821 E WASHINGTON AVE, STE 200-G, MADISON, WI 53703	INVESTMENTS	DE	N/A	N/A	N/A	N/A		✓	N/A		✓	N/A
(13) PC-1 DEVELOPERS LLC (83-1603672) 3600 MAYBERRY DR, RENO, NV 89509	INVESTMENTS	NV	N/A	N/A	N/A	N/A		✓	N/A		✓	N/A
(14) R7 FAMILY FUND, LP (85-1019413) 100 S WACKER DR, STE 1675, CHICAGO, IL 60606	INVESTMENTS	DE	N/A	N/A	N/A	N/A		✓	N/A		✓	N/A
(15) RI FUND I, A SERIES OF BOOST VC SPV, LP (87-4641779) PO BOX 3217, SEATTLE, WA 98114	INVESTMENTS	CAYMAN ISLANDS	N/A	N/A	N/A	N/A		✓	N/A		✓	N/A

(a) Name, address and EIN of related organization	(b) Primary Activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income related, unrelated, excluded from tax under sections 512-514	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V - UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
(16) TABOR OFFSHORE OPPORTUNITIES, LTD CO TABOR ASSET MANAGEMENT LP, 11 E 44TH ST STE 705, NEW YORK, NY 10017	INVESTMENTS	CAYMAN ISLANDS	N/A	N/A	N/A	N/A		✓	N/A		✓	N/A
(17) UP FUND I, A SERIES OF BOOST VC SPV, LP (85-1519551) PO BOX 3217, SEATTLE, WA 98114	INVESTMENTS	DE	N/A	N/A	N/A	N/A		✓	N/A		✓	N/A
(18) VVP ZIPARI CO-INVESTMENT, LLC (85- 0778306) 2784 HOMESTEAD RD, 375, SANTA CLARA, CA 95051	INVESTMENTS	DE	N/A	N/A	N/A	N/A		✓	N/A		✓	N/A
(19) WY FUND I, A SERIES OF BOOST VC SPV, LP (85-1519506) PO BOX 3217, SEATTLE, WA 98114	INVESTMENTS	DE	N/A	N/A	N/A	N/A		✓	N/A		✓	N/A

**Part IV**
**Identification of Related Organizations Taxable as a Corporation or Trust** (continued)

(a) Name, address and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C-corp, S-corp or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
(1) OAKDALE INVESTMENT MANAGEMENT CORPORATION (35-2085743) 111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401	HOLDING INVESTMENTS	DE	ECMC GROUP, INC.	C CORPORATION	N/A	N/A	N/A		✓
(2) ECMC HOLDINGS CORPORATION (41-1991992) 111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401	STRATEGIC OVERSIGHT	DE	ECMC GROUP, INC.	C CORPORATION	N/A	N/A	N/A		✓
(3) EDUCATIONAL CREDIT SERVICES COMPANY (41-1992001) 111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401	PRIVATE LOANS	DE	ECMC HOLDINGS CORPORATION	C CORPORATION	N/A	N/A	N/A		✓
(4) ECMC RECORDS & REC MGMT CORPORATION (41-1989959) 111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401	DOCUMENT MANAGEMENT	DE	ECMC HOLDINGS CORPORATION	C CORPORATION	N/A	N/A	N/A		✓
(5) ECMC MANAGEMENT SERVICES CORPORATION (41-1989960) 111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401	MANAGEMENT SERVICES	DE	ECMC HOLDINGS CORPORATION	C CORPORATION	N/A	N/A	N/A		✓
(6) ECMC TECHNOLOGY SERVICES CORPORATION (41-1989958) 111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401	TECHNOLOGY SERVICES	DE	ECMC HOLDINGS CORPORATION	C CORPORATION	N/A	N/A	N/A		✓
(7) ECMC SERVICING CORPORATION (47-1154366) 111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401	LOAN SERVICING	DE	ECMC HOLDINGS CORPORATION	C CORPORATION	N/A	N/A	N/A		✓
(8) ECMC PRIVATE MARKET OPPORTUNITIES, LP (84-2552668) 156 W 56TH ST, CITYSPIRE BLDG, SQUAD 301, NEW YORK, NY 10019	INVESTMENTS	DE	ECMC GROUP, INC.	C CORPORATION	N/A	N/A	N/A		✓

Return Reference - Identifier	Explanation
SCHEDULE R, PART I - DISREGARDED ENTITIES OF RELATED ORGANIZATIONS	1(A)-NAME. OAKDALE STUDENT LOAN FUNDING, LLC (27-1914648), 111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401. 1(B)-PRIMARY ACTIVITY. HOLDING FFELP LOANS. 1(C)-LEGAL DOMICILE. DE. 1(F)-DIRECT CONTROLLING ENTITY. ECMC GROUP, INC.  2(A)-NAME. ECMC SHARED SERVICES COMPANY, LLC (81-0690960), 111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401. 2(B)-PRIMARY ACTIVITY. SUPPORT SERVICES FUNCTIONS. 2(C)-LEGAL DOMICILE. DE. 2(F)-DIRECT CONTROLLING ENTITY. ECMC GROUP, INC.  3(A)-NAME. PATRIOT STUDENT LOAN CAPITAL, LLC (81-3501777), 111 WASHINGTON AVE SO, STE 1400, MINNEAPOLIS, MN 55401. 3(B)-PRIMARY ACTIVITY. TRUST STUDENT LOANS. 3(C)-LEGAL DOMICILE. DE. 3(F)-DIRECT CONTROLLING ENTITY. ECMC GROUP, INC.
SCHEDULE R, PART V, LINE 1B - GIFT, GRANT OR CAPITAL CONTRIBUTION TO RELATED ORGANIZATION(S)	\$2,000,000 GRANTS AWARDED BY ECMC FOUNDATION TO ECMC EDUCATION, INC. FOR CAREER READINESS INITIATIVES AND PROGRAMS, WHICH FURTHER ITS MISSION TO TRANSFORM CAREER AND TECHNICAL EDUCATION TO PROVIDE ASPIRING AND CURRENT LEARNERS WITH SKILLS TO ELEVATE THEIR CAREERS AND COMMUNITIES.
SCHEDULE R, PART V, LINE 1B - GIFT, GRANT, OR CAPITAL CONTRIBUTION TO RELATED ORGANIZATION(S)	\$1,910,000 GRANTS AWARDED BY ECMC FOUNDATION TO EDUCATIONAL CREDIT MANAGEMENT CORPORATION FOR COLLEGE SUCCESS INITIATIVES.
SCHEDULE R, PART V, LINE 1B - GIFT, GRANT, OR CAPITAL CONTRIBUTION TO RELATED ORGANIZATION(S)	\$200,000 GRANT AWARDED TO ECMC GROUP, INC. FOR EDUCATION INNOVATION VENTURES.
SCHEDULE R, PART V, LINE 1C - GIFT, GRANT, OR CAPITAL CONTRIBUTION FROM RELATED ORGANIZATION(S)	\$2,024,000 CONTRIBUTION FROM ECMC GROUP, INC.
SCHEDULE R, PART V, LINE 1C - GIFT, GRANT, OR CAPITAL CONTRIBUTION FROM RELATED ORGANIZATION(S)	\$44,819,000 CONTRIBUTION FROM EDUCATIONAL CREDIT MANAGEMENT CORPORATION.
SCHEDULE R, PART V, LINE 1N - SHARING OF FACILITIES, EQUIPMENT, OR OTHER ASSETS WITH RELATED ORG(S)	\$477,552 ALLOCATED EXPENSES FOR FACILITIES, EQUIPMENT, MAILING LISTS OR OTHER ASSETS SHARED WITH ECMC GROUP, INC.
SCHEDULE R, PART V, LINE 1O - SHARING OF PAID EMPLOYEES WITH RELATED ORGANIZATION(S)	\$617,005 ALLOCATED EXPENSES FOR PAID EMPLOYEES SHARED WITH ECMC SHARED SERVICES COMPANY, LLC, A WHOLLY OWNED SUBSIDIARY OF ECMC GROUP, INC., A RELATED ORGANIZATION.
SCHEDULE R, PART V, LINE 1O - SHARING OF PAID EMPLOYEES WITH RELATED ORGANIZATION(S)	\$1,366,776 ALLOCATED EXPENSES FOR PAID EMPLOYEES SHARED WITH ECMC GROUP, INC.
SCHEDULE R, PART V, LINE 1P - REIMBURSEMENT PAID TO RELATED ORGANIZATION(S) FOR EXPENSES	\$461,789 REIMBURSEMENT PAID TO ECMC GROUP, INC. FOR EXPENSES.