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Form **990-PF**Return of Private Foundation  
or Section 4947(a)(1) Trust Treated as Private Foundation

OMB No 1545-0052

2017

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/Form990PF](http://www.irs.gov/Form990PF) for instructions and the latest information.

Open to Public Inspection

For calendar year 2017 or tax year beginning 09/01/17, and ending 08/31/18

Name of foundation <b>FOELLINGER FOUNDATION, INC.</b>		A Employer identification number <b>35-6027059</b>
Number and street (or P O box number if mail is not delivered to street address) <b>520 EAST BERRY STREET</b>		B Telephone number (see instructions) <b>260-422-2900</b>
City or town, state or province, and ZIP or foreign postal code <b>FORT WAYNE IN 46802</b>		C If exemption application is pending, check here <input type="checkbox"/>
G Check all that apply: <input type="checkbox"/> Initial return <input type="checkbox"/> Initial return of a former public charity <input type="checkbox"/> Final return <input type="checkbox"/> Amended return <input type="checkbox"/> Address change <input type="checkbox"/> Name change		D 1 Foreign organizations, check here <input type="checkbox"/> 2 Foreign organizations meeting the 85% test, check here and attach computation <input type="checkbox"/>
H Check type of organization <input checked="" type="checkbox"/> Section 501(c)(3) exempt private foundation <input type="checkbox"/> Section 4947(a)(1) nonexempt charitable trust <input type="checkbox"/> Other taxable private foundation		E If private foundation status was terminated under section 507(b)(1)(A), check here <input type="checkbox"/>
I Fair market value of all assets at end of year (from Part II, col (c), line 16) ▶ <b>\$ 208,430,410</b>	J Accounting method <input checked="" type="checkbox"/> Cash <input type="checkbox"/> Accrual <input type="checkbox"/> Other (specify) _____	F If the foundation is in a 60-month termination under section 507(b)(1)(B), check here <input type="checkbox"/>

Part I Analysis of Revenue and Expenses (The total of amounts in columns (b), (c), and (d) may not necessarily equal the amounts in column (a) (see instructions))		(a) Revenue and expenses per books	(b) Net investment income	(c) Adjusted net income	(d) Disbursements for charitable purposes (cash basis only)
Revenue	1 Contributions, gifts, grants, etc., received (attach schedule)				
	2 Check <input checked="" type="checkbox"/> if the foundation is not required to attach Sch B				
	3 Interest on savings and temporary cash investments				
	4 Dividends and interest from securities	3,335,035	3,335,035		
	5a Gross rents				
	-b Net rental income or (loss)				
	6a Net gain or (loss) from sale of assets not on line 10	63,345,370			
	b Gross sales price for all assets on line 6a <b>270,909,392</b>				
	7 Capital gain net income (from Part IV, line 2)		63,345,370		
	8 Net short-term capital gain			0	
	9 Income modifications				
	10a Gross sales less returns and allowances				
b Less Cost of goods sold					
c Gross profit or (loss) (attach schedule)					
11 Other income (attach schedule)					
12 Total. Add lines 1 through 11	66,680,405	66,680,405	0		
Operating and Administrative Expenses	13 Compensation of officers, directors, trustees, etc	350,600	97,528		253,072
	14 Other employee salaries and wages	450,220	128,059		322,161
	15 Pension plans, employee benefits	147,927	36,832		111,095
	16a Legal fees (attach schedule) <b>SEE STMT 1</b>	20,877	875		20,002
	b Accounting fees (attach schedule) <b>STMT 2</b>	18,381	11,195		7,186
	c Other professional fees (attach schedule) <b>STMT 3</b>	1,249,527	779,473		470,054
	17 Interest				
	18 Taxes (attach schedule) (see instructions) <b>STMT 4</b>	940,188	9,128		35,399
	19 Depreciation (attach schedule) and depletion <b>STMT 5</b>	108,011			
	20 Occupancy	127,945	20,126		107,819
	21 Travel, conferences, and meetings	50,374	11,075		39,299
	22 Printing and publications	1,705	268		1,437
	23 Other expenses (att sch) <b>STMT 6</b>	147,294	24,694		122,600
	24 Total operating and administrative expenses. Add lines 13 through 23	3,613,049	1,119,253	0	1,490,124
	25 Contributions, gifts, grants paid	9,164,118			9,164,118
26 Total expenses and disbursements. Add lines 24 and 25	12,777,167	1,119,253	0	10,654,242	
27 Subtract line 26 from line 12					
a Excess of revenue over expenses and disbursements	53,903,238				
b Net investment income (if negative, enter -0-)		65,561,152			
c Adjusted net income (if negative, enter -0-)			0		

For Paperwork Reduction Act Notice, see instructions.

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Part II Balance Sheets		Attached schedules and amounts in the description column should be for end-of-year amounts only (See instructions)	Beginning of year	End of year	
			(a) Book Value	(b) Book Value	(c) Fair Market Value
Assets	1	Cash – non-interest-bearing	39,768	167,047	167,047
	2	Savings and temporary cash investments	2,390,875	2,611,682	2,611,682
	3	Accounts receivable ▶ 1,966			
		Less allowance for doubtful accounts ▶	1,959	1,966	1,966
	4	Pledges receivable ▶			
		Less allowance for doubtful accounts ▶			
	5	Grants receivable			
	6	Receivables due from officers, directors, trustees, and other disqualified persons (attach schedule) (see instructions)			
	7	Other notes and loans receivable (att. schedule) ▶			
		Less allowance for doubtful accounts ▶ 0			
	8	Inventories for sale or use			
	9	Prepaid expenses and deferred charges			
	10a	Investments – U.S. and state government obligations (attach schedule) STMT 7	23,349,517	27,949,397	27,949,397
	b	Investments – corporate stock (attach schedule) SEE STMT 8	153,616,386	157,103,920	157,103,920
	c	Investments – corporate bonds (attach schedule) SEE STMT 9	21,294,893	18,620,486	18,620,486
Liabilities	11	Investments – land, buildings, and equipment basis ▶			
		Less accumulated depreciation (attach sch.) ▶			
	12	Investments – mortgage loans			
	13	Investments – other (attach schedule)			
	14	Land, buildings, and equipment basis ▶ 4,397,808			
		Less accumulated depreciation (attach sch.) ▶ STMT 10 2,421,896	2,046,500	1,975,912	1,975,912
	15	Other assets (describe ▶ )			
	16	Total assets (to be completed by all filers – see the instructions Also, see page 1, item I)	202,739,898	208,430,410	208,430,410
	17	Accounts payable and accrued expenses			
	18	Grants payable			
Net Assets or Fund Balances	19	Deferred revenue			
	20	Loans from officers, directors, trustees, and other disqualified persons			
	21	Mortgages and other notes payable (attach schedule)			
	22	Other liabilities (describe ▶ )			
	23	Total liabilities (add lines 17 through 22)	0	0	
		Foundations that follow SFAS 117, check here and complete lines 24 through 26 and lines 30 and 31. ▶ <input checked="" type="checkbox"/>			
	24	Unrestricted	202,739,898	208,430,410	
	25	Temporarily restricted			
	26	Permanently restricted			
		Foundations that do not follow SFAS 117, check here and complete lines 27 through 31. ▶ <input type="checkbox"/>			
	27	Capital stock, trust principal, or current funds			
	28	Paid-in or capital surplus, or land, bldg, and equipment fund			
	29	Retained earnings, accumulated income, endowment, or other funds			
	30	Total net assets or fund balances (see instructions)	202,739,898	208,430,410	
	31	Total liabilities and net assets/fund balances (see instructions)	202,739,898	208,430,410	

## Part III Analysis of Changes in Net Assets or Fund Balances

1	Total net assets or fund balances at beginning of year – Part II, column (a), line 30 (must agree with end-of-year figure reported on prior year's return)	1	202,739,898
2	Enter amount from Part I, line 27a	2	53,903,238
3	Other increases not included in line 2 (itemize) ▶ SEE STATEMENT 11	3	10,741
4	Add lines 1, 2, and 3	4	256,653,877
5	Decreases not included in line 2 (itemize) ▶ SEE STATEMENT 12	5	48,223,467
6	Total net assets or fund balances at end of year (line 4 minus line 5) – Part II, column (b), line 30	6	208,430,410

**Part IV Capital Gains and Losses for Tax on Investment Income**

(a) List and describe the kind(s) of property sold (for example, real estate, 2-story brick warehouse, or common stock, 200 shs. MLC Co.)	(b) How acquired P – Purchase D – Donation	(c) Date acquired (mo., day, yr.)	(d) Date sold (mo., day, yr.)
<b>1a VARIOUS SECURITIES</b>	<b>P</b>	<b>VARIOUS</b>	<b>VARIOUS</b>
<b>b</b>			
<b>c</b>			
<b>d</b>			
<b>e</b>			

(e) Gross sales price	(f) Depreciation allowed (or allowable)	(g) Cost or other basis plus expense of sale	(h) Gain or (loss) ((e) plus (f) minus (g))
<b>a 270,909,392</b>		<b>207,564,022</b>	<b>63,345,370</b>
<b>b</b>			
<b>c</b>			
<b>d</b>			
<b>e</b>			

Complete only for assets showing gain in column (h) and owned by the foundation on 12/31/69

(i) FMV as of 12/31/69	(j) Adjusted basis as of 12/31/69	(k) Excess of col. (i) over col. (j), if any	(l) Gains (Col. (h) gain minus col. (k), but not less than -0-) or Losses (from col. (h))
<b>a</b>			<b>63,345,370</b>
<b>b</b>			
<b>c</b>			
<b>d</b>			
<b>e</b>			

<b>2</b> Capital gain net income or (net capital loss)	<div> <div>If gain, also enter in Part I, line 7</div> <div>If (loss), enter -0- in Part I, line 7</div> </div>	<b>2</b>	<b>63,345,370</b>
<b>3</b> Net short-term capital gain or (loss) as defined in sections 1222(5) and (6)	<div> <div>If gain, also enter in Part I, line 8, column (c) See instructions</div> <div>If (loss), enter -0- in Part I, line 8</div> </div>	<b>3</b>	<b>63,345,370</b>

**Part V Qualification Under Section 4940(e) for Reduced Tax on Net Investment Income**

(For optional use by domestic private foundations subject to the section 4940(a) tax on net investment income.)

If section 4940(d)(2) applies, leave this part blank

Was the foundation liable for the section 4942 tax on the distributable amount of any year in the base period?

☐ Yes ☒ No

If "Yes," the foundation does not qualify under section 4940(e). Do not complete this part.

**1** Enter the appropriate amount in each column for each year, see the instructions before making any entries

(a) Base period years Calendar year (or tax year beginning in)	(b) Adjusted qualifying distributions	(c) Net value of noncharitable-use assets	(d) Distribution ratio (col. (b) divided by col. (c))
2016	9,165,947	186,706,651	0.049093
2015	9,128,319	176,668,492	0.051669
2014	8,970,578	186,614,422	0.048070
2013	8,446,956	181,553,452	0.046526
2012	7,833,394	166,133,956	0.047151

<b>2</b> Total of line 1, column (d)	<b>2</b>	<b>0.242509</b>
<b>3</b> Average distribution ratio for the 5-year base period – divide the total on line 2 by 5 0, or by the number of years the foundation has been in existence if less than 5 years	<b>3</b>	<b>0.048502</b>
<b>4</b> Enter the net value of noncharitable-use assets for 2017 from Part X, line 5	<b>4</b>	<b>204,655,504</b>
<b>5</b> Multiply line 4 by line 3	<b>5</b>	<b>9,926,201</b>
<b>6</b> Enter 1% of net investment income (1% of Part I, line 27b)	<b>6</b>	<b>655,612</b>
<b>7</b> Add lines 5 and 6	<b>7</b>	<b>10,581,813</b>
<b>8</b> Enter qualifying distributions from Part XII, line 4	<b>8</b>	<b>10,654,242</b>

If line 8 is equal to or greater than line 7, check the box in Part VI, line 1b, and complete that part using a 1% tax rate. See the Part VI instructions.

**Part VI Excise Tax Based on Investment Income (Section 4940(a), 4940(b), 4940(e), or 4948 – see instructions)**

<b>1a</b>	Exempt operating foundations described in section 4940(d)(2), check here <input type="checkbox"/> and enter "N/A" on line 1 Date of ruling or determination letter (attach copy of letter if necessary—see instructions)		
<b>b</b>	Domestic foundations that meet the section 4940(e) requirements in Part V, check here <input checked="" type="checkbox"/> and enter 1% of Part I, line 27b	1	655,612
<b>c</b>	All other domestic foundations enter 2% of line 27b. Exempt foreign organizations, enter 4% of Part I, line 12, col (b)		
<b>2</b>	Tax under section 511 (domestic section 4947(a)(1) trusts and taxable foundations only, others, enter -0-)	2	0
<b>3</b>	Add lines 1 and 2	3	655,612
<b>4</b>	Subtitle A (income) tax (domestic section 4947(a)(1) trusts and taxable foundations only, others, enter -0-)	4	0
<b>5</b>	<b>Tax based on investment income.</b> Subtract line 4 from line 3. If zero or less, enter -0-	5	655,612
<b>6</b>	<b>Credits/Payments</b>		
<b>a</b>	2017 estimated tax payments and 2016 overpayment credited to 2017	6a	832,600
<b>b</b>	Exempt foreign organizations – tax withheld at source	6b	
<b>c</b>	Tax paid with application for extension of time to file (Form 8868)	6c	
<b>d</b>	Backup withholding erroneously withheld	6d	
<b>7</b>	<b>Total credits and payments.</b> Add lines 6a through 6d	7	832,600
<b>8</b>	Enter any <b>penalty</b> for underpayment of estimated tax. Check here <input checked="" type="checkbox"/> if Form 2220 is attached	8	
<b>9</b>	<b>Tax due.</b> If the total of lines 5 and 8 is more than line 7, enter <b>amount owed</b>	9	
<b>10</b>	<b>Overpayment.</b> If line 7 is more than the total of lines 5 and 8, enter the <b>amount overpaid</b>	10	176,988
<b>11</b>	Enter the amount of line 10 to be <b>Credited to 2018 estimated tax</b> <b>0</b> <b>Refunded</b>	11	176,988

**Part VII-A Statements Regarding Activities**

	Yes	No
<b>1a</b> During the tax year, did the foundation attempt to influence any national, state, or local legislation or did it participate or intervene in any political campaign?		<input checked="" type="checkbox"/>
<b>b</b> Did it spend more than \$100 during the year (either directly or indirectly) for political purposes? See the Instructions for the definition. If the answer is "Yes" to 1a or 1b, attach a detailed description of the activities and copies of any materials published or distributed by the foundation in connection with the activities		<input checked="" type="checkbox"/>
<b>c</b> Did the foundation file <b>Form 1120-POL</b> for this year?		<input checked="" type="checkbox"/>
<b>d</b> Enter the amount (if any) of tax on political expenditures (section 4955) imposed during the year: (1) On the foundation <b>\$</b> _____ (2) On foundation managers <b>\$</b> _____		
<b>e</b> Enter the reimbursement (if any) paid by the foundation during the year for political expenditure tax imposed on foundation managers <b>\$</b> _____		
<b>2</b> Has the foundation engaged in any activities that have not previously been reported to the IRS? If "Yes," attach a detailed description of the activities		<input checked="" type="checkbox"/>
<b>3</b> Has the foundation made any changes, not previously reported to the IRS, in its governing instrument, articles of incorporation, or bylaws, or other similar instruments? If "Yes," attach a conformed copy of the changes		<input checked="" type="checkbox"/>
<b>4a</b> Did the foundation have unrelated business gross income of \$1,000 or more during the year?		<input checked="" type="checkbox"/>
<b>b</b> If "Yes," has it filed a tax return on <b>Form 990-T</b> for this year?		
<b>5</b> Was there a liquidation, termination, dissolution, or substantial contraction during the year? If "Yes," attach the statement required by General Instruction T		<input checked="" type="checkbox"/>
<b>6</b> Are the requirements of section 508(e) (relating to sections 4941 through 4945) satisfied either: • By language in the governing instrument, or • By state legislation that effectively amends the governing instrument so that no mandatory directions that conflict with the state law remain in the governing instrument?	<input checked="" type="checkbox"/>	
<b>7</b> Did the foundation have at least \$5,000 in assets at any time during the year? If "Yes," complete Part II, col (c), and Part XV	<input checked="" type="checkbox"/>	
<b>8a</b> Enter the states to which the foundation reports or with which it is registered. See instructions <b>IN</b>		
<b>b</b> If the answer is "Yes" to line 7, has the foundation furnished a copy of Form 990-PF to the Attorney General (or designate) of each state as required by General Instruction G? If "No," attach explanation	<input checked="" type="checkbox"/>	
<b>9</b> Is the foundation claiming status as a private operating foundation within the meaning of section 4942(j)(3) or 4942(j)(5) for calendar year 2017 or the taxable year beginning in 2017? See instructions for Part XIV. If "Yes," complete Part XIV		<input checked="" type="checkbox"/>
<b>10</b> Did any persons become substantial contributors during the tax year? If "Yes," attach a schedule listing their names and addresses		<input checked="" type="checkbox"/>

**Part VII-A Statements Regarding Activities (continued)**

	Yes	No
11 At any time during the year, did the foundation, directly or indirectly, own a controlled entity within the meaning of section 512(b)(13)? If "Yes," attach schedule See instructions		<input checked="" type="checkbox"/>
12 Did the foundation make a distribution to a donor advised fund over which the foundation or a disqualified person had advisory privileges? If "Yes," attach statement See instructions		<input checked="" type="checkbox"/>
13 Did the foundation comply with the public inspection requirements for its annual returns and exemption application? Website address ► <b>WWW.FOELLINGER.ORG</b>	<input checked="" type="checkbox"/>	
14 The books are in care of ► <b>MR. DARRYL OLSON</b> <b>520 E. BERRY STREET</b> Located at ► <b>FORT WAYNE</b> IN ZIP+4 ► <b>46802</b> Telephone no ► <b>260-422-2900</b>		
15 Section 4947(a)(1) nonexempt charitable trusts filing Form 990-PF in lieu of Form 1041 – check here and enter the amount of tax-exempt interest received or accrued during the year	15	<input type="checkbox"/>
16 At any time during calendar year 2017, did the foundation have an interest in or a signature or other authority over a bank, securities, or other financial account in a foreign country? See the instructions for exceptions and filing requirements for FinCEN Form 114 If "Yes," enter the name of the foreign country ►	16	<input checked="" type="checkbox"/>

**Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required**

File Form 4720 if any item is checked in the "Yes" column, unless an exception applies.

	Yes	No
1a During the year, did the foundation (either directly or indirectly)		
(1) Engage in the sale or exchange, or leasing of property with a disqualified person?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
(2) Borrow money from, lend money to, or otherwise extend credit to (or accept it from) a disqualified person?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
(3) Furnish goods, services, or facilities to (or accept them from) a disqualified person?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
(4) Pay compensation to, or pay or reimburse the expenses of, a disqualified person?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
(5) Transfer any income or assets to a disqualified person (or make any of either available for the benefit or use of a disqualified person)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
(6) Agree to pay money or property to a government official? (Exception. Check "No" if the foundation agreed to make a grant to or to employ the official for a period after termination of government service, if terminating within 90 days )	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
b If any answer is "Yes" to 1a(1)–(6), did any of the acts fail to qualify under the exceptions described in Regulations section 53.4941(d)-3 or in a current notice regarding disaster assistance? See instructions Organizations relying on a current notice regarding disaster assistance, check here	1b	<input checked="" type="checkbox"/>
c Did the foundation engage in a prior year in any of the acts described in 1a, other than excepted acts, that were not corrected before the first day of the tax year beginning in 2017?	1c	<input checked="" type="checkbox"/>
2 Taxes on failure to distribute income (section 4942) (does not apply for years the foundation was a private operating foundation defined in section 4942(j)(3) or 4942(j)(5))		
a At the end of tax year 2017, did the foundation have any undistributed income (lines 6d and 6e, Part XIII) for tax year(s) beginning before 2017? If "Yes," list the years ► 20 , 20 , 20 , 20	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
b Are there any years listed in 2a for which the foundation is not applying the provisions of section 4942(a)(2) (relating to incorrect valuation of assets) to the year's undistributed income? (If applying section 4942(a)(2) to all years listed, answer "No" and attach statement – see instructions )	N/A	2b
c If the provisions of section 4942(a)(2) are being applied to any of the years listed in 2a, list the years here ► 20 , 20 , 20 , 20		
3a Did the foundation hold more than a 2% direct or indirect interest in any business enterprise at any time during the year?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
b If "Yes," did it have excess business holdings in 2017 as a result of (1) any purchase by the foundation or disqualified persons after May 26, 1969, (2) the lapse of the 5-year period (or longer period approved by the Commissioner under section 4943(c)(7)) to dispose of holdings acquired by gift or bequest, or (3) the lapse of the 10-, 15-, or 20-year first phase holding period? (Use Schedule C, Form 4720, to determine if the foundation had excess business holdings in 2017 )	N/A	3b
4a Did the foundation invest during the year any amount in a manner that would jeopardize its charitable purposes?	4a	<input checked="" type="checkbox"/>
b Did the foundation make any investment in a prior year (but after December 31, 1969) that could jeopardize its charitable purpose that had not been removed from jeopardy before the first day of the tax year beginning in 2017?	4b	<input checked="" type="checkbox"/>

**Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required** (continued)

<p><b>5a</b> During the year did the foundation pay or incur any amount to</p> <p>(1) Carry on propaganda, or otherwise attempt to influence legislation (section 4945(e))?</p> <p>(2) Influence the outcome of any specific public election (see section 4955), or to carry on, directly or indirectly, any voter registration drive?</p> <p>(3) Provide a grant to an individual for travel, study, or other similar purposes?</p> <p>(4) Provide a grant to an organization other than a charitable, etc., organization described in section 4945(d)(4)(A)? See instructions</p> <p>(5) Provide for any purpose other than religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals?</p> <p><b>b</b> If any answer is "Yes" to 5a(1)–(5), did any of the transactions fail to qualify under the exceptions described in Regulations section 53.4945 or in a current notice regarding disaster assistance? See instructions Organizations relying on a current notice regarding disaster assistance, check here</p> <p><b>c</b> If the answer is "Yes" to question 5a(4), does the foundation claim exemption from the tax because it maintained expenditure responsibility for the grant? If "Yes," attach the statement required by Regulations section 53.4945–5(d)</p> <p><b>6a</b> Did the foundation, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?</p> <p><b>b</b> Did the foundation, during the year, pay premiums, directly or indirectly, on a personal benefit contract? If "Yes" to 6b, file Form 8870</p> <p><b>7a</b> At any time during the tax year, was the foundation a party to a prohibited tax shelter transaction?</p> <p><b>b</b> If "Yes," did the foundation receive any proceeds or have any net income attributable to the transaction?</p>	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>N/A <input type="checkbox"/></p> <p>N/A <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>N/A</p>	<p><b>5b</b></p> <p><b>6b</b></p> <p><b>7b</b></p>	<p><b>X</b></p>
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**Part VIII Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors****1 List all officers, directors, trustees, and foundation managers and their compensation. See instructions.**

(a) Name and address	(b) Title, and average hours per week devoted to position	(c) Compensation (if not paid, enter -0-)	(d) Contributions to employee benefit plans and deferred compensation	(e) Expense account, other allowances
SEE STATEMENT 13				

**2 Compensation of five highest-paid employees (other than those included on line 1 – see instructions). If none, enter "NONE."**

(a) Name and address of each employee paid more than \$50,000	(b) Title, and average hours per week devoted to position	(c) Compensation	(d) Contributions to employee benefit plans and deferred compensation	(e) Expense account, other allowances
DARRYL OLSON 520 E. BERRY STREET FORT WAYNE IN 46802	CFO 45.00	141,305	39,831	0
DAWN MARTZ 520 E. BERRY STREET FORT WAYNE IN 46802	SR. PROG. OF 45.00	118,192	16,692	0
MINDY HURLEY 520 E BERRY STREET FORT WAYNE IN 46802	ACCOUNTANT 40.00	72,862	10,247	0
TERRY STEVENS 520 E. BERRY STREET FORT WAYNE IN 46802	GRANTS MANAG 40.00	56,187	15,383	0

Total number of other employees paid over \$50,000

0

**Part VIII Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors (continued)****3 Five highest-paid independent contractors for professional services. See instructions. If none, enter "NONE."**

(a) Name and address of each person paid more than \$50,000	(b) Type of service	(c) Compensation
FISHER INVESTMENTS, LLC 13100 SKYLINE BLVD, WOODSIDE CA 94062	INVESTMENT MGMT	572,665
STRATEGY WORK 12252 ALDENHAM BLVD FISHERS IN 46037	PROGRAM CONSULT	174,991
FORMATIVE EVALUATIONS RESEARCH ASSOC ANN ARBOR 1427 WARRINGTON CIRCLE MI 48103	EVALUATION CONS	119,000
ONE LUCKY GUITAR 1301 LAFAYETTE ST SUITE 201 FORT WAYNE IN 46802	COMM. CONS.	66,240
AMI INVESTMENT MANAGEMENT, INC. 710 KRUEGER ST. KENDALVILLE IN 46755	INVESTMENT MGMT	61,306
Total number of others receiving over \$50,000 for professional services		0

**Part IX-A Summary of Direct Charitable Activities**

List the foundation's four largest direct charitable activities during the tax year. Include relevant statistical information such as the number of organizations and other beneficiaries served, conferences convened, research papers produced, etc.

	Expenses
1 SEE STATEMENT 14	280,338
2 SEE STATEMENT 15	39,039
3 SEE STATEMENT 16	9,000
4	

**Part IX-B Summary of Program-Related Investments (see instructions)**

Describe the two largest program-related investments made by the foundation during the tax year on lines 1 and 2.

	Amount
1 N/A	
2	
All other program-related investments. See instructions.	
3	
Total. Add lines 1 through 3	

**Part X Minimum Investment Return** (All domestic foundations must complete this part. Foreign foundations, see instructions.)

<b>1</b>	Fair market value of assets not used (or held for use) directly in carrying out charitable, etc., purposes		
<b>a</b>	Average monthly fair market value of securities	<b>1a</b>	203,777,518
<b>b</b>	Average of monthly cash balances	<b>1b</b>	3,994,567
<b>c</b>	Fair market value of all other assets (see instructions)	<b>1c</b>	0
<b>d</b>	<b>Total</b> (add lines 1a, b, and c)	<b>1d</b>	207,772,085
<b>e</b>	Reduction claimed for blockage or other factors reported on lines 1a and 1c (attach detailed explanation)	<b>1e</b>	0
<b>2</b>	Acquisition indebtedness applicable to line 1 assets	<b>2</b>	0
<b>3</b>	Subtract line 2 from line 1d	<b>3</b>	207,772,085
<b>4</b>	Cash deemed held for charitable activities. Enter 1½% of line 3 (for greater amount, see instructions)	<b>4</b>	3,116,581
<b>5</b>	<b>Net value of noncharitable-use assets.</b> Subtract line 4 from line 3. Enter here and on Part V, line 4	<b>5</b>	204,655,504
<b>6</b>	<b>Minimum investment return.</b> Enter 5% of line 5	<b>6</b>	10,232,775

**Part XI Distributable Amount** (see instructions) (Section 4942(j)(3) and (j)(5) private operating foundations and certain foreign organizations check here ☐ and do not complete this part.)

<b>1</b>	Minimum investment return from Part X, line 6	<b>1</b>	10,232,775
<b>2a</b>	Tax on investment income for 2017 from Part VI, line 5	<b>2a</b>	655,612
<b>b</b>	Income tax for 2017 (This does not include the tax from Part VI.)	<b>2b</b>	
<b>c</b>	Add lines 2a and 2b	<b>2c</b>	655,612
<b>3</b>	<b>Distributable amount before adjustments.</b> Subtract line 2c from line 1	<b>3</b>	9,577,163
<b>4</b>	Recoveries of amounts treated as qualifying distributions	<b>4</b>	10,741
<b>5</b>	Add lines 3 and 4	<b>5</b>	9,587,904
<b>6</b>	Deduction from distributable amount (see instructions)	<b>6</b>	
<b>7</b>	<b>Distributable amount as adjusted.</b> Subtract line 6 from line 5. Enter here and on Part XIII, line 1	<b>7</b>	9,587,904

**Part XII Qualifying Distributions** (see instructions)

<b>1</b>	Amounts paid (including administrative expenses) to accomplish charitable, etc., purposes		
<b>a</b>	Expenses, contributions, gifts, etc. – total from Part I, column (d), line 26	<b>1a</b>	10,654,242
<b>b</b>	Program-related investments – total from Part IX-B	<b>1b</b>	
<b>2</b>	Amounts paid to acquire assets used (or held for use) directly in carrying out charitable, etc., purposes	<b>2</b>	
<b>3</b>	Amounts set aside for specific charitable projects that satisfy the		
<b>a</b>	Suitability test (prior IRS approval required)	<b>3a</b>	
<b>b</b>	Cash distribution test (attach the required schedule)	<b>3b</b>	
<b>4</b>	<b>Qualifying distributions.</b> Add lines 1a through 3b. Enter here and on Part V, line 8, and Part XIII, line 4	<b>4</b>	10,654,242
<b>5</b>	Foundations that qualify under section 4940(e) for the reduced rate of tax on net investment income. Enter 1% of Part I, line 27b. See instructions.	<b>5</b>	655,612
<b>6</b>	<b>Adjusted qualifying distributions.</b> Subtract line 5 from line 4	<b>6</b>	9,998,630

**Note:** The amount on line 6 will be used in Part V, column (b), in subsequent years when calculating whether the foundation qualifies for the section 4940(e) reduction of tax in those years.



**Part XIII Undistributed Income** (see instructions)

	(a) Corpus	(b) Years prior to 2016	(c) 2016	(d) 2017
<b>1</b> Distributable amount for 2017 from Part XI, line 7				<b>9,587,904</b>
<b>2</b> Undistributed income, if any, as of the end of 2017				
<b>a</b> Enter amount for 2016 only			<b>6,250,894</b>	
<b>b</b> Total for prior years 20____, 20____, 20____				
<b>3</b> Excess distributions carryover, if any, to 2017				
<b>a</b> From 2012				
<b>b</b> From 2013				
<b>c</b> From 2014				
<b>d</b> From 2015				
<b>e</b> From 2016				
<b>f</b> Total of lines 3a through e				
<b>4</b> Qualifying distributions for 2017 from Part XII, line 4 ▶ \$ <b>10,654,242</b>				
<b>a</b> Applied to 2016, but not more than line 2a			<b>6,250,894</b>	
<b>b</b> Applied to undistributed income of prior years (Election required – see instructions)				
<b>c</b> Treated as distributions out of corpus (Election required – see instructions)				
<b>d</b> Applied to 2017 distributable amount				<b>4,403,348</b>
<b>e</b> Remaining amount distributed out of corpus				
<b>5</b> Excess distributions carryover applied to 2017 (If an amount appears in column (d), the same amount must be shown in column (a) )				
<b>6</b> Enter the net total of each column as indicated below:				
<b>a</b> Corpus Add lines 3f, 4c, and 4e Subtract line 5				
<b>b</b> Prior years' undistributed income Subtract line 4b from line 2b				
<b>c</b> Enter the amount of prior years' undistributed income for which a notice of deficiency has been issued, or on which the section 4942(a) tax has been previously assessed				
<b>d</b> Subtract line 6c from line 6b Taxable amount – see instructions				
<b>e</b> Undistributed income for 2016 Subtract line 4a from line 2a Taxable amount – see instructions				
<b>f</b> Undistributed income for 2017 Subtract lines 4d and 5 from line 1 This amount must be distributed in 2018				<b>5,184,556</b>
<b>7</b> Amounts treated as distributions out of corpus to satisfy requirements imposed by section 170(b)(1)(F) or 4942(g)(3) (Election may be required—see instructions)				
<b>8</b> Excess distributions carryover from 2012 not applied on line 5 or line 7 (see instructions)				
<b>9</b> Excess distributions carryover to 2018. Subtract lines 7 and 8 from line 6a				
<b>10</b> Analysis of line 9				
<b>a</b> Excess from 2013				
<b>b</b> Excess from 2014				
<b>c</b> Excess from 2015				
<b>d</b> Excess from 2016				
<b>e</b> Excess from 2017				

**Part XIV Private Operating Foundations** (see instructions and Part VII-A, question 9)

**1a** If the foundation has received a ruling or determination letter that it is a private operating foundation, and the ruling is effective for 2017, enter the date of the ruling

**b** Check box to indicate whether the foundation is a private operating foundation described in section ☐ 4942(j)(3) or ☐ 4942(j)(5)

**2a** Enter the lesser of the adjusted net income from Part I or the minimum investment return from Part X for each year listed

**b** 85% of line 2a

**c** Qualifying distributions from Part XII,  
line 4 for each year listed

**d** Amounts included in line 2c not used directly for active conduct of exempt activities

**e** Qualifying distributions made directly for active conduct of exempt activities  
Subtract line 2d from line 2c

3 Complete 3a, b, or c for the alternative test relied upon

a "Assets" alternative test – enter

**(1) Value of all assets**

**(2) Value of assets qualifying under section 4942(j)(3)(B)(i)**

**b** "Endowment" alternative test – enter 2/3 of minimum investment return shown in Part X, line 6 for each year listed

c "Support" alternative test – enter

(1) Total support other than gross investment income (interest, dividends, rents, payments on securities loans (section 512(a)(5)), or royalties)

(2) Support from general public and 5 or more exempt organizations as provided in section 4942(j)(3)(B)(iii)

**(3) Largest amount of support from an exempt organization**

**(4) Gross investment income**

<b>Part XV</b>	<b>Supplementary Information (Complete this part only if the foundation had \$5,000 or more in assets at any time during the year – see instructions.)</b>
----------------	------------------------------------------------------------------------------------------------------------------------------------------------------------

**1 Information Regarding Foundation Managers:**

a List any managers of the foundation who have contributed more than 2% of the total contributions received by the foundation before the close of any tax year (but only if they have contributed more than \$5,000) (See section 507(d)(2) )

N/A

**b** List any managers of the foundation who own 10% or more of the stock of a corporation (or an equally large portion of the ownership of a partnership or other entity) of which the foundation has a 10% or greater interest

N/A

**2 Information Regarding Contribution, Grant, Gift, Loan, Scholarship, etc., Programs:**

Check here ☐ if the foundation only makes contributions to preselected charitable organizations and does not accept unsolicited requests for funds. If the foundation makes gifts, grants, etc., to individuals or organizations under other conditions, complete items 2a, b, c, and d. See instructions.

a The name, address, and telephone number or email address of the person to whom applications should be addressed

CHERYL TAYLOR 260-422-2900

520 E. BERRY STREET FORT WAYNE IN 46802

**b** The form in which applications should be submitted and information and materials they should include

SEE STATEMENT 17

**c Any submission deadlines**

SEE STATEMENT 18

d Any restrictions or limitations on awards, such as by geographical areas, charitable fields, kinds of institutions, or other factors

AVAILABLE ON LINE AT [WWW.FOELLINGER.ORG](http://WWW.FOELLINGER.ORG)

**Part XV** Supplementary Information (continued)**3 Grants and Contributions Paid During the Year or Approved for Future Payment**

Recipient	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
Name and address (home or business)				
<b>a</b> Paid during the year <b>SEE ATTACH PART XV GRANTS PAID OUT</b>				<b>9,164,118</b>
<b>Total</b>			<b>▶ 3a</b>	<b>9,164,118</b>
<b>b</b> Approved for future payment <b>SEE ATTACH PART XV GRANTS APPROVED</b>				<b>9,116,455</b>
<b>Total</b>			<b>▶ 3b</b>	<b>9,116,455</b>



**Part XVII Information Regarding Transfers To and Transactions and Relationships With Noncharitable Exempt Organizations**

- 1** Did the organization directly or indirectly engage in any of the following with any other organization described in section 501(c) (other than section 501(c)(3) organizations) or in section 527, relating to political organizations?
- a** Transfers from the reporting foundation to a noncharitable exempt organization of
- (1) Cash
- (2) Other assets
- b** Other transactions
- (1) Sales of assets to a noncharitable exempt organization
- (2) Purchases of assets from a noncharitable exempt organization
- (3) Rental of facilities, equipment, or other assets
- (4) Reimbursement arrangements
- (5) Loans or loan guarantees
- (6) Performance of services or membership or fundraising solicitations
- c** Sharing of facilities, equipment, mailing lists, other assets, or paid employees
- d** If the answer to any of the above is "Yes," complete the following schedule. Column (b) should always show the fair market value of the goods, other assets, or services given by the reporting foundation. If the foundation received less than fair market value in any transaction or sharing arrangement, show in column (d) the value of the goods, other assets, or services received.

	Yes	No
1a(1)		X
1a(2)		X
1b(1)		X
1b(2)		X
1b(3)		X
1b(4)		X
1b(5)		X
1b(6)		X
1c		X

[illegible]

- 2a** Is the foundation directly or indirectly affiliated with, or related to, one or more tax-exempt organizations described in section 501(c) (other than section 501(c)(3)) or in section 527?

☐ Yes ☒ No

- b If "Yes," complete the following schedule**

(a) Name of organization	(b) Type of organization	(c) Description of relationship
N/A		

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 taxpayer) is based on all information of which preparer has any knowledge.

May the IRS discuss this return with the preparer shown below?  
See instructions ☐ Yes

**Sign  
Here**

Signature of officer or trustee

Date \_\_\_\_\_

Type

**PRES. & CEO**

Print/Type preparer's name

Preparer's signature

Date \_\_\_\_\_

Check ☐ if self-employed

**Paid**  
**Preparer**  
**Use Only**

TODD E. HAINES

Firm's name ▶ **HAINES ISENBARGER & SKIBA LLC**

PTIN P00691953

Firm's address ▶ 4630 W JEFFERSON BLVD # 8  
FORT WAYNE, IN 46804

Firm's EIN ▶ 52-2127371

Phone no **260-436-9500**

## Federal Statements

35-6027059

FYE: 8/31/2018

Statement 1 - Form 990-PF, Part I, Line 16a - Legal Fees

Description	Total	Net Investment	Adjusted Net	Charitable Purpose
FAEGRE BAKER DANIELS	\$ 17,840	\$ 50	\$	\$ 17,790
ICE MILLER	1,115	301		814
BURT, BLEE, SUTTON, DIXON	1,922	524		1,398
TOTAL	\$ 20,877	\$ 875	\$ 0	\$ 20,002

Statement 2 - Form 990-PF, Part I, Line 16b - Accounting Fees

Description	Total	Net Investment	Adjusted Net	Charitable Purpose
HAINES, ISENBARGER & SKIBA	\$ 15,562	\$ 10,427	\$	\$ 5,135
DULIN, WARD & DEWALD	287	78		209
AUTOMATED DATA PROCESSING	2,532	690		1,842
TOTAL	\$ 18,381	\$ 11,195	\$ 0	\$ 7,186

Statement 3 - Form 990-PF, Part I, Line 16c - Other Professional Fees

Description	Total	Net Investment	Adjusted Net	Charitable Purpose
INVESTMENT MGMT	\$ 741,633	\$ 741,633	\$	
CUSTODIAN SERVICES	28,887	28,887		140,000
PROGRAM EVALUATION	140,000			66,240
COMMUNICATION SERVICES	66,240			47,073
TECHNICAL/RESOURCE DEV.	47,073			396
COMMITTEE FEES	1,600	1,204		15,239
COMMUNITY EVENT	15,239			8,813
TECHNOLOGY SUPPORT	12,113	3,300		171,412
LEADERSHIP LAB	171,412			9,000
NONPROFIT IMPACT STUDY	9,000			11,881
OTHER CONSULTING	16,330	4,449		
TOTAL	\$ 1,249,527	\$ 779,473	\$ 0	\$ 470,054

## Federal Statements

35-6027059

FYE: 8/31/2018

Statement 4 - Form 990-PF, Part I, Line 18 - Taxes

Description	Total	Net Investment	Adjusted Net	Charitable Purpose
PAYROLL TAX	\$ 44,527	\$ 9,128	\$	\$ 35,399
EXCISE TAX	895,661			
TOTAL	\$ 940,188	\$ 9,128	\$ 0	\$ 35,399

Statement 5 - Form 990-PF, Part I, Line 19 - Depreciation

Date Acquired	Description	Cost Basis	Prior Year Depreciation	Method	Life	Current Year Depreciation	Net Investment Income	Adjusted Net Income
	PROPERTY AND EQUIPMENT							
		\$ 4,414,461	\$ 221,980			\$ 108,011	\$	\$
TOTAL		\$ 4,414,461	\$ 221,980			\$ 108,011	\$ 0	\$ 0

## Federal Statements

Statement 6 - Form 990-PF, Part I, Line 23 - Other Expenses

Description	Total	Net Investment	Adjusted Net	Charitable Purpose
EXPENSES	\$	\$	\$	\$
EDUCATION	7,802	2,594		5,208
D & O LIABILITY	8,681	2,415		6,266
PROPERTY CASUALTY	16,970	2,669		14,301
MAINTENANCE AGREEMENTS	42,398	4,449		37,949
MEMBERSHIP & DUES	19,359	2,499		16,860
OFFICE SUPPLIES	21,504	2,936		18,568
POSTAGE	341	53		288
TELEPHONE	10,070	1,584		8,486
TEMPORARY EMPLOYMENT SERVICES	18,909	5,152		13,757
WORKERS COMPENSATION	1,260	343		917
TOTAL	\$ 147,294	\$ 24,694	\$ 0	\$ 122,600

Statement 7 - Form 990-PF, Part II, Line 10a - US and State Government Investments

Description	Beginning of Year	End of Year	Basis of Valuation	Fair Market Value
WELLS FARGO GOVT BND	\$ 7,932,599	\$ 13,319,854		\$ 13,319,854
WELLS FARGO GOVT AGENCY BND	6,770,846	7,748,585		7,748,585
WELLS FARGO MUNICIPAL BND	8,646,072	6,880,958		6,880,958
TOTAL	\$ 23,349,517	\$ 27,949,397		\$ 27,949,397



## Federal Statements

11/13/2018 10:36 AM

Statement 8 - Form 990-PF, Part II, Line 10b - Corporate Stock Investments

Description	Beginning of Year	End of Year	Basis of Valuation	Fair Market Value
WELLS FARGO/FISHER COM STOCK	\$ 92,568,614			
FISHER POOLED EMERGING MKTS FUND	10,402,016			
FISHER POOLED FRGN EQ FUND	38,532,465			
FISHER POOLED GLB SM CAP FUND	11,612,091			
WELLS FARGO CORP PREF STK	501,200	494,200		494,200
COMMONFUND GLOBAL EQUITY FUND		156,609,720		156,609,720
TOTAL	\$ 153,616,386	\$ 157,103,920		\$ 157,103,920

Statement 9 - Form 990-PF, Part II, Line 10c - Corporate Bond Investments

Description	Beginning of Year	End of Year	Basis of Valuation	Fair Market Value
WELLS FARGO CORP BND	\$ 21,294,893	\$ 18,620,486		\$ 18,620,486
TOTAL	\$ 21,294,893	\$ 18,620,486		\$ 18,620,486

Statement 10 - Form 990-PF, Part II, Line 14 - Land, Building, and Equipment

Description	Beginning Net Book	End Cost / Basis	End Accumulated Depreciation	Net FMV
BUILDINGS/EQUIPMENT	\$ 2,046,500	\$ 4,397,808	\$ 2,421,896	\$ 1,975,912
TOTAL	\$ 2,046,500	\$ 4,397,808	\$ 2,421,896	\$ 1,975,912

**Federal Statements****Statement 11 - Form 990-PF, Part III, Line 3 - Other Increases**

<u>Description</u>	<u>Amount</u>
GRANT RECOVERIES	\$ 10,741
TOTAL	\$ 10,741

**Statement 12 - Form 990-PF, Part III, Line 5 - Other Decreases**

<u>Description</u>	<u>Amount</u>
UNREALIZED LOSSES	\$ 48,223,467
TOTAL	\$ 48,223,467

## Federal Statements

35-6027059

FYE: 8/31/2018

Statement 13 - Form 990-PF, Part VIII, Line 1 - List of Officers, Directors, Trustees,  
Etc.

Name and Address	Title	Average Hours	Compensation	Benefits	Expenses
HELEN MURRAY 520 E. BERRY STREET FORT WAYNE IN 46802	BOARD CHAIR	5.00	24,000	0	0
CAROLYN HUGHES 520 E. BERRY STREET FORT WAYNE IN 46802	DIRECTOR	3.00	15,600	0	0
MARY MCDONALD 520 E. BERRY STREET FORT WAYNE IN 46802	DIRECTOR	3.00	4,400	0	0
MICHAEL MOELLERING 520 E. BERRY STREET FORT WAYNE IN 46802	VC & SEC	3.00	16,000	0	0
DAVID BOBILYA 520 E. BERRY STREET FORT WAYNE IN 46802	DIRECTOR	3.00	9,400	0	0
TODD RUMSEY 520 E BERRY STREET FORT WAYNE IN 46802	DIRECTOR	3.00	16,200	0	0
SARAH STRIMMENOS 520 E. BERRY STREET FORT WAYNE IN 46802	TREASURER	3.00	16,200	0	0
JOHN MEYER 520 E BERRY STREET FORT WAYNE IN 46802	DIRECTOR	3.00	0	0	0
JOHN SNYDER 520 E BERRY STREET FORT WAYNE IN 46802	DIRECTOR	3.00	8,800	0	0

## Federal Statements

Statement 13 - Form 990-PF, Part VIII, Line 1 - List of Officers, Directors, Trustees,  
Etc. (continued)

Name and Address	Title	Average Hours	Compensation	Benefits	Expenses
CHERYL TAYLOR 520 E. BERRY STREET FORT WAYNE IN 46802	PRES. & CEO	45.00	240,000	40,026	0

**Federal Statements****Statement 14 - Form 990-PF, Part IX-A, Line 1 - Summary of Direct Charitable Activities****Description**

LEADERSHIP LAB: THE HELENE FOELLINGER LEADERSHIP DEVELOPMENT INITIATIVE WORKS TO SUPPORT, STRENGTHEN AND INSPIRE ALLEN COUNTY NONPROFIT LEADERS AS THEY FULFILL THEIR MISSIONS AND ADDRESS KEY COMMUNITY CHALLENGES. THE INITIATIVE IS DESIGNED TO UNLEASH THE POTENTIAL IN THESE LEADERS AND HELP THEM ACQUIRE ADAPTIVE SKILLS NEEDED IN THE FUTURE. THE TWO-PART INITIATIVE INCLUDES THE FOELLINGER LEADERSHIP LAB AND THE BARBARA BURT INNOVATIVE LEADER FUND. (THE BARBARA BURT INNOVATIVE LEADER FUND, WHILE A KEY COMPONENT OF THE INITIATIVE IS NOT SUPPORTED BY THE FOUNDATION AS A DIRECT CHARITABLE ACTIVITY.)

THE LEADERSHIP LAB CONSISTS OF TWO CUSTOM-TAILORED PROGRAMS FOR NONPROFIT LEADERS.

THE EXECUTIVE LEADER PROGRAM IS A RIGOROUS 18-MONTH COURSE FOR VISIONARY EXECUTIVE DIRECTORS OF NONPROFIT ORGANIZATIONS. THE PROGRAM INTENTIONALLY HAS A SMALL COHORT. THE CURRICULUM FOCUSES ON AN ADAPTIVE LEADERSHIP COMPETENCY MODEL WITH AN EMPHASIS ON INNOVATION, DECISION-MAKING, UNDERSTANDING CULTURE, INFLUENCE, NEGOTIATION AND EMOTIONAL INTELLIGENCE, AND ADDRESSING DIFFICULT CONVERSATIONS.

THE RISING LEADER PROGRAM IS A RIGOROUS 12-MONTH COURSE FOR INNOVATIVE, NON-EXECUTIVE DIRECTOR LEADERS OF NONPROFIT ORGANIZATIONS. THE PROGRAM SUPPORTS FUTURE C-SUITE LEADERS BY BUILDING IMPORTANT LEADERSHIP COMPETENCIES. THROUGH A RANGE OF INTERACTIVE APPROACHES, PARTICIPANTS BUILD TOOLS NEEDED TO THRIVE IN THEIR CURRENT ROLES AND TO PREPARE FOR FUTURE RESPONSIBILITIES.

**Statement 15 - Form 990-PF, Part IX-A, Line 2 - Summary of Direct Charitable Activities****Description**

CAPACITY BUILDING. IN 2018, THE FOUNDATION REFLECTED ON ITS PAST 20 YEARS OF CAPACITY BUILDING WORK IN PREPARATION FOR IMPLEMENTING A REFINED FRAMEWORK FOR 2019, ALWAYS INTERPRETING THROUGH THE LENS OF OUR VISION, MISSION AND OUR FOUNDERS' STRATEGIC INTENT. THE FOUNDATION IS SHARPENING ITS FOCUS ON PROVIDING THE MAJORITY OF ITS CAPACITY BUILDING SUPPORT TO THE POPULATION OF GRANTEEES WHO ARE MOST IN ALIGNMENT WITH ITS MISSION AND HAVE SHOWN THE ABILITY TO STRENGTHEN THEIR ORGANIZATIONS WITH ITS INVESTMENTS.

OUTSIDE EVALUATIONS OF PAST CAPACITY BUILDING EFFORTS HAVE SHOWN THAT REGULAR REFLECTION AND ASSESSMENT IS A POWERFUL COMPONENT OF ORGANIZATIONAL CAPACITY BUILDING. A SECOND COMPONENT OF THE CAPACITY BUILDING REFINEMENT HAS BEEN THE RESEARCH AND TESTING OF VARIOUS ASSESSMENT TOOLS AND PROCESSES TO DEVELOP A PORTFOLIO OF ASSESSMENT PROCESSES THAT CAN BE RIGHT-SIZED FOR THE ORGANIZATION AND ITS

**Federal Statements****Statement 15 - Form 990-PF, Part IX-A, Line 2 - Summary of Direct Charitable Activities**  
**(continued)****Description**

CIRCUMSTANCES.

FINALLY, THE FOUNDATION HAS DEVELOPED TWO DOCUMENTS TO ASSIST GRANTEEES AND OTHER AREA NONPROFITS WILLING TO INCREASE THEIR ORGANIZATIONAL CAPACITY. THE "CAPACITY GUIDE" EDUCATES GRANTEEES AND POTENTIAL GRANTEEES ABOUT THE FOUNDATION'S CAPACITY BUILDING WORK AND LEARNING. THE "RESOURCE GUIDE" INCLUDES A LIST OF RESOURCES AND A "DO IT YOURSELF" ASSESSMENT TO SUPPORT COMMUNITY NONPROFITS THAT ARE BEYOND THE SCOPE AND INTENT OF THE FOUNDATION'S GRANTMAKING.

**Statement 16 - Form 990-PF, Part IX-A, Line 3 - Summary of Direct Charitable Activities****Description**

ALLIANCE FOR HUMAN SERVICES "ECONOMIC IMPACT STUDY": ON BEHALF OF THE ALLIANCE FOR HUMAN SERVICES, AN ASSOCIATION OF MORE THAN 50 NORTHEAST INDIANA NONPROFIT ORGANIZATIONS, THE FOUNDATION SUPPORTED THE STUDY "ECONOMIC IMPACT OF ALLEN COUNTY'S HUMAN SERVICE ORGANIZATIONS." THE STUDY SHOWS THAT THE HUMAN SERVICE NONPROFIT SECTOR IS A VIBRANT, THRIVING FORCE IN THE COMMUNITY THAT CONTRIBUTES SUBSTANTIALLY TO THE ECONOMY OF ALLEN COUNTY. THE REPORT DETAILED THE FULL SCOPE AND DIMENSION OF THE IMPACT OF THESE ORGANIZATIONS. "AS A WHOLE, HUMAN SERVICE NONPROFIT ORGANIZATIONS IN ALLEN COUNTY EMPLOY 11,174, HAVE ASSETS WELL OVER \$550 MILLION, AND CONTRIBUTE OVER \$700 MILLION TO THE GROSS REGIONAL PRODUCT OF ALLEN COUNTY."

**Statement 17 - Form 990-PF, Part XV, Line 2b - Application Format and Required Contents****Description**

GRANT APPLICATIONS ARE AVAILABLE ONLINE AT  
WWW.FOELLINGER.ORG

**Statement 18 - Form 990-PF, Part XV, Line 2c - Submission Deadlines****Description**

GRANT DEADLINES ARE AVAILABLE ON LINE AT  
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**Federal Statements**

**Form 990-PF, Part XV, Line 2d - Award Restrictions or Limitations**

Description

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