Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

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

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

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

OMB No 1545-0047

2018

Open to Public Inspection

A For the 2019 calendar year, or tax year beginning 07-01-2018 , and ending 06-30-2019

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

C Name of organization
THE BROOKINGS INSTITUTION

Doing business as

Number and street (or P O box if mail is not delivered to street address) | Room/suite
1775 MASSACHUSETTS AVE NW

City or town, state or province, country, and ZIP or foreign postal code
WASHINGTON, DC 20036

D Employer identification number
53-0196577

E Telephone number
(202) 797-6000

G Gross receipts $ 151,692,796

F Name and address of principal officer
JOHN R ALLEN
1775 MASSACHUSETTS AVE NW
WASHINGTON, DC 20036

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 BROOKINGS EDU

K Form of organization ☑ Corporation ☐ Trust ☐ Association ☐ Other ▶

L Year of formation 1939 | **M** State of legal domicile DC

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities
TO CONDUCT IN-DEPTH, INDEPENDENT RESEARCH THAT LEADS TO NEW IDEAS FOR IMPROVING, GOVERNANCE AND SOLVING PROBLEMS FACING SOCIETY AT THE LOCAL, NATIONAL AND GLOBAL LEVEL

2 Check this box ▶ ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets

3	Number of voting members of the governing body (Part VI, line 1a)	3	46
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	46
5	Total number of individuals employed in calendar year 2018 (Part V, line 2a)	5	634
6	Total number of volunteers (estimate if necessary)	6	46
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	-413,502
b	Net unrelated business taxable income from Form 990-T, line 34	7b	0

Section	Line	Description	Prior Year	Current Year
Revenue	8	Contributions and grants (Part VIII, line 1h)	65,378,153	78,330,045
	9	Program service revenue (Part VIII, line 2g)	555,991	469,961
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	26,858,277	20,873,559
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	4,094,511	4,178,773
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	96,886,932	103,852,338
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	925,422	1,051,112
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0	0
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	61,436,985	60,093,598
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0	0
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶3,494,874		
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	36,595,335	33,768,776
	18	Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)	98,957,742	94,913,486
	19	Revenue less expenses Subtract line 18 from line 12	-2,070,810	8,938,852

Section	Line	Description	Beginning of Current Year	End of Year
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	531,518,789	529,123,659
	21	Total liabilities (Part X, line 26)	56,735,672	57,774,287
	22	Net assets or fund balances Subtract line 21 from line 20	474,783,117	471,349,372

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

****** | 2020-03-12
Signature of officer | Date

IRENA BARISIC VP,CFO,ASST 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 P00369217
Firm's name ▶ RSM US LLP			Firm's EIN ▶ 42-0714325	
Firm's address ▶ 9801 WASHINGTONIAN BLVD STE 500 GAITHERSBURG, MD 20878			Phone no (301) 296-3600	

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 . . . . ☑

1 Briefly describe the organization's mission

SEE SCHEDULE O

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? . . . . ☐ **Yes** ☑ **No**

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

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

If "Yes," describe these changes on Schedule O

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

4a (Code) (Expenses $ 16,140,923 including grants of $ 295,138) (Revenue $ 330,715)

See Additional Data

4b (Code) (Expenses $ 15,331,462 including grants of $) (Revenue $ 50,000)

See Additional Data

4c (Code) (Expenses $ 11,203,383 including grants of $ 125,700) (Revenue $ 25,000)

See Additional Data

See Additional Data Table

4d Other program services (Describe in Schedule O)

(Expenses $ 26,313,162 including grants of $ 630,274) (Revenue $ 1,597,343)

4e **Total program service expenses ▶** 68,988,930

Part IV Checklist of Required Schedules

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? *If "Yes," complete Schedule A*	1	Yes	
2	Is the organization required to complete *Schedule B, Schedule of Contributors* (see instructions)?	2	Yes	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? *If "Yes," complete Schedule C, Part I*	3		No
4	**Section 501(c)(3) organizations.** Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? *If "Yes," complete Schedule C, Part II*	4		No
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? *If "Yes," complete Schedule C, Part III*	5		No
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? *If "Yes," complete Schedule D, Part I*	6		No
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? *If "Yes," complete Schedule D, Part II*	7		No
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? *If "Yes," complete Schedule D, Part III*	8	Yes	
9	Did the organization report an amount in Part X, line 21 for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services?*If "Yes," complete Schedule D, Part IV*	9		No
10	Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? *If "Yes," complete Schedule D, Part V*	10	Yes	
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable			
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? *If "Yes," complete Schedule D, Part VI*	11a	Yes	
b	Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VII*	11b	Yes	
c	Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VIII*	11c		No
d	Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part IX*	11d		No
e	Did the organization report an amount for other liabilities in Part X, line 25? *If "Yes," complete Schedule D, Part X*	11e	Yes	
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? *If "Yes," complete Schedule D, Part X*	11f	Yes	
12a	Did the organization obtain separate, independent audited financial statements for the tax year? *If "Yes," complete Schedule D, Parts XI and XII*	12a		No
b	Was the organization included in consolidated, independent audited financial statements for the tax year? *If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional*	12b	Yes	
13	Is the organization a school described in section 170(b)(1)(A)(ii)? *If "Yes," complete Schedule E*	13		No
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a	Yes	
b	Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at $100,000 or more? *If "Yes," complete Schedule F, Parts I and IV*	14b	Yes	
15	Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or other assistance to or for any foreign organization? *If "Yes," complete Schedule F, Parts II and IV*	15	Yes	
16	Did the organization report on Part IX, column (A), line 3, more than $5,000 of aggregate grants or other assistance to or for foreign individuals? *If "Yes," complete Schedule F, Parts III and IV*	16	Yes	
17	Did the organization report a total of more than $15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? *If "Yes," complete Schedule G, Part I*(see instructions)	17		No
18	Did the organization report more than $15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? *If "Yes," complete Schedule G, Part II*	18		No
19	Did the organization report more than $15,000 of gross income from gaming activities on Part VIII, line 9a? *If "Yes," complete Schedule G, Part III*	19		No
20a	Did the organization operate one or more hospital facilities? *If "Yes," complete Schedule H*	20a		No
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		
21	Did the organization report more than $5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? *If "Yes," complete Schedule I, Parts I and II*	21		No
22	Did the organization report more than $5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? *If "Yes," complete Schedule I, Parts I and III*	22	Yes	

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

			Yes	No
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? *If "Yes," complete Schedule J*	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? *If "Yes," answer lines 24b through 24d and complete Schedule K If "No," go to line 25a*	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	**Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.** Did the organization engage in an excess benefit transaction with a disqualified person during the year? *If "Yes," complete Schedule L, Part I*	25a		No
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? *If "Yes," complete Schedule L, Part I*	25b		No
26	Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? *If "Yes," complete Schedule L, Part II*	26		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? *If "Yes," complete Schedule L, Part III*	27		No
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)			
a	A current or former officer, director, trustee, or key employee? *If "Yes," complete Schedule L, Part IV*	28a		No
b	A family member of a current or former officer, director, trustee, or key employee? *If "Yes," complete Schedule L, Part IV*	28b		No
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? *If "Yes," complete Schedule L, Part IV*	28c		No
29	Did the organization receive more than $25,000 in non-cash contributions? *If "Yes," complete Schedule M*	29	Yes	
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M*	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I*	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II*	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301 7701-2 and 301 7701-3? *If "Yes," complete Schedule R, Part I*	33		No
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1*	34	Yes	
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	Yes	
b	If 'Yes' to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? *If "Yes," complete Schedule R, Part V, line 2*	35b		No
36	**Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2*	36		No
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? *If "Yes," complete Schedule R, Part VI*	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? **Note.** All Form 990 filers are required to complete Schedule O	38	Yes	

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
1a	Enter the number reported in Box 3 of Form 1096 Enter -0- if not applicable	1a	403			
b	Enter the number of Forms W-2G included in line 1a *Enter -0-* if not applicable	1b	0			
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?			1c	Yes	

2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a 634			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? **Note.** If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)		2b	Yes	
3a	Did the organization have unrelated business gross income of $1,000 or more during the year?		3a	Yes	
b	If "Yes," has it filed a Form 990-T for this year? *If "No" to line 3b, provide an explanation in Schedule O*		3b		No
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		4a	Yes	
b	If "Yes," enter the name of the foreign country ▶QA , IN See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR)				
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?		5a		No
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?		5b		No
c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?		5c		
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?		6a		No
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?		6b		
7	**Organizations that may receive deductible contributions under section 170(c).**				
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?		7a		No
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?		7b		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?		7c		No
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d			
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?		7e		No
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?		7f		No
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?		7g		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?		7h		
8	**Sponsoring organizations maintaining donor advised funds.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?		8		
9a	Did the sponsoring organization make any taxable distributions under section 4966?		9a		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?		9b		
10	**Section 501(c)(7) organizations.** Enter				
a	Initiation fees and capital contributions included on Part VIII, line 12	10a			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b			
11	**Section 501(c)(12) organizations.** Enter				
a	Gross income from members or shareholders	11a			
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)	11b			
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?		12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b			
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**				
a	Is the organization licensed to issue qualified health plans in more than one state? **Note.** See the instructions for additional information the organization must report on Schedule O		13a		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b			
c	Enter the amount of reserves on hand	13c			
14a	Did the organization receive any payments for indoor tanning services during the tax year?		14a		No
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation in Schedule O*		14b		
15	Is the organization subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N		15		No
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O		16		No

Part VI **Governance, Management, and Disclosure** *For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O See instructions*
Check if Schedule O contains a response or note to any line in this Part VI . . . . ☑

Section A. Governing Body and Management

				Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year	**1a** 46			
	If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O				
b	Enter the number of voting members included in line 1a, above, who are independent	**1b** 46			
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		**2**	Yes	
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?		**3**		No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		**4**	Yes	
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		**5**		No
6	Did the organization have members or stockholders?		**6**		No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		**7a**		No
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		**7b**		No
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following				
a	The governing body?		**8a**	Yes	
b	Each committee with authority to act on behalf of the governing body?		**8b**	Yes	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses in Schedule O*		**9**		No

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

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

Section C. Disclosure

17 List the States with which a copy of this Form 990 is required to be filed▶
AL , AR , CA , CT , FL , GA , HI , IL , KS , KY , MA , MD , ME , MI , MS , MN , NC , NJ , NH , NM , NY , OR , PA , RI , SC , TN , UT , VA , WI , WV

18 Section 6104 requires an organization to make its Form 1023 (or 1024-A if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection Indicate how you made these available Check all that apply

☑ Own website ☐ Another's website ☑ Upon request ☐ Other (explain in Schedule O)

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

20 State the name, address, and telephone number of the person who possesses the organization's books and records
▶IRENA BARISIC & ELIZABETH GROSS 1775 MASSACHUSETTS AVE NW WASHINGTON, DC 20036 (202) 797-6000

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

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

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

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

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation Enter -0- in columns (D), (E), and (F) if no compensation was paid
- List all of the organization's **current** key employees, if any See instructions for definition of "key employee "
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than $100,000 from the organization and any related organizations
- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations

List persons in the following order individual trustees or directors, institutional trustees, officers, key employees, highest compensated employees, and former such persons

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

(A) 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) Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
See Additional Data Table										

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: Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
See Additional Data Table										

	(D)	(E)	(F)
1b Sub-Total ▶			
c Total from continuation sheets to Part VII, **Section A** ▶			
d Total (add lines 1b and 1c) ▶	7,204,670	0	910,898

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 ▶ 189

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

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
CDW DIRECT LLC PO BOX 75723 CHICAGO, IL 606755723	IT/COMPUTER HARDWARE, SOFTWARE & MAINT	1,597,238
SODEXO INC & AFFILIATES PO BOX 536922 ATLANTA, GA 303536922	FOOD SERVICES & CAFETERIA & FACILITIES M	1,254,087
ACCENTURE LLP PO BOX 70629 CHICAGO, IL 60673	GLOBAL MGMT, CONSULTING & TECHNOLOGY SVC	927,094
CITY SECURITY CONSULTANTS INC 2010 KENDALL STREET NE WASHINGTON, DC 20002	SECURITY & SAFETY TRAINING	672,321
DOMINION MECHANICAL CONTRACTORS INC 5265 PORT ROYAL RD STE 100 SPRINGFIELD, VA 22151	HVAC & PLUMBING CONTRACTOR	645,450

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 ▶ 27

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
Contributions, Gifts, Grants and Other Similar Amounts					
1a Federated campaigns	1a				
b Membership dues	1b				
c Fundraising events	1c				
d Related organizations	1d				
e Government grants (contributions)	1e 697,698				
f All other contributions, gifts, grants, and similar amounts not included above	1f 77,632,347				
g Noncash contributions included in lines 1a - 1f $ 689,037					
h **Total.** Add lines 1a-1f ▶		78,330,045			

Program Service Revenue	Business Code	(A)	(B)	(C)	(D)
2a RESEARCH	900099	469,961	469,961		
b					
c					
d					
e					
f All other program service revenue					
g **Total.** Add lines 2a–2f ▶		469,961			

Other Revenue			(A)	(B)	(C)	(D)
3 Investment income (including dividends, interest, and other similar amounts) ▶			4,388,059		-410,144	4,798,203
4 Income from investment of tax-exempt bond proceeds ▶						
5 Royalties ▶						
	(i) Real	(ii) Personal				
6a Gross rents	636,323					
b Less rental expenses	75,509					
c Rental income or (loss)	560,814					
d Net rental income or (loss) ▶			560,814			560,814
	(i) Securities	(ii) Other				
7a Gross amount from sales of assets other than inventory	63,735,603					
b Less cost or other basis and sales expenses	47,247,523	2,580				
c Gain or (loss)	16,488,080	-2,580				
d Net gain or (loss) ▶			16,485,500			16,485,500
8a Gross income from fundraising events (not including $ ____ of contributions reported on line 1c) See Part IV, line 18	a					
b Less direct expenses	b					
c Net income or (loss) from fundraising events ▶						
9a Gross income from gaming activities See Part IV, line 19	a					
b Less direct expenses	b					
c Net income or (loss) from gaming activities ▶						
10a Gross sales of inventory, less returns and allowances	a	1,533,098				
b Less cost of goods sold	b	514,846				
c Net income or (loss) from sales of inventory ▶			1,018,252	1,021,610	-3,358	
Miscellaneous Revenue	Business Code					
11a CAFETERIA INCOME	900099		2,358,488			2,358,488
b OTHER INCOME	900099		241,219			241,219
c						
d All other revenue						
e **Total.** Add lines 11a–11d ▶			2,599,707			
12 **Total revenue.** See Instructions ▶			103,852,338	1,491,571	-413,502	24,444,224

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) Fundraisingexpenses
1 Grants and other assistance to domestic organizations and domestic governments See Part IV, line 21				
2 Grants and other assistance to domestic individuals See Part IV, line 22	470,838	470,838		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals See Part IV, line 15 and 16	580,274	580,274		
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	5,063,535	1,972,459	2,726,867	364,209
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	36,073,766	27,903,617	6,962,755	1,207,394
8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions)	4,514,378	44,505	4,469,873	
9 Other employee benefits	11,362,520	14,385,687	-3,694,016	670,849
10 Payroll taxes	3,079,399		3,079,399	
11 Fees for services (non-employees)				
a Management				
b Legal	138,521	16,393	122,128	
c Accounting	228,635	30,996	197,627	12
d Lobbying				
e Professional fundraising services See Part IV, line 17				
f Investment management fees	1,557,834		1,557,834	
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	10,127,946	8,101,670	1,890,749	135,527
12 Advertising and promotion	155,958	124,421	552	30,985
13 Office expenses	1,529,925	694,278	735,495	100,152
14 Information technology	2,308,894	1,042,940	1,248,077	17,877
15 Royalties . .				
16 Occupancy	3,090,997	7,071,072	-4,332,820	352,745
17 Travel	2,410,094	2,164,754	144,161	101,179
18 Payments of travel or entertainment expenses for any federal, state, or local public officials .	28,785	28,652	133	
19 Conferences, conventions, and meetings	2,881,148	2,457,376	-38,843	462,615
20 Interest	1,150,879		1,150,879	
21 Payments to affiliates				
22 Depreciation, depletion, and amortization . .	3,983,429	382,953	3,600,476	
23 Insurance . . .	374,408	16,288	358,120	
24 Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24e If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O)				
a OTHER DIRECT COSTS	2,430,529	634,530	1,763,441	32,558
b PUBLISHING	767,958	742,056	7,130	18,772
c REPAIR/MAINTENANCE	587,788	32,121	555,667	
d AMORTIZATION	28,426		28,426	
e All other expenses	-13,378	91,050	-104,428	
25 Total functional expenses. Add lines 1 through 24e	94,913,486	68,988,930	22,429,682	3,494,874
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation Check here ▶ ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

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

				(A) Beginning of year		(B) End of year
Assets	1	Cash–non-interest-bearing		24,319,614	1	28,931,511
	2	Savings and temporary cash investments		61,859,549	2	13,296,059
	3	Pledges and grants receivable, net		74,604,593	3	76,662,789
	4	Accounts receivable, net		502,182	4	327,492
	5	Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L			5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) Complete Part II of Schedule L			6	
	7	Notes and loans receivable, net			7	
	8	Inventories for sale or use		141,996	8	114,665
	9	Prepaid expenses and deferred charges		1,813,000	9	1,549,715
	10a	Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10a 80,259,743			
	b	Less accumulated depreciation	10b 50,541,228	32,388,194	10c	29,718,515
	11	Investments—publicly traded securities		74,683,928	11	152,878,319
	12	Investments—other securities See Part IV, line 11		260,058,753	12	224,090,137
	13	Investments—program-related See Part IV, line 11			13	
	14	Intangible assets			14	
	15	Other assets See Part IV, line 11		1,146,980	15	1,554,457
	16	**Total assets.** Add lines 1 through 15 (must equal line 34)		531,518,789	16	529,123,659
Liabilities	17	Accounts payable and accrued expenses		7,608,921	17	8,702,975
	18	Grants payable			18	
	19	Deferred revenue		189,776	19	1,146,892
	20	Tax-exempt bond liabilities			20	
	21	Escrow or custodial account liability Complete Part IV of Schedule D			21	
	22	Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L			22	
	23	Secured mortgages and notes payable to unrelated third parties		45,797,079	23	45,049,972
	24	Unsecured notes and loans payable to unrelated third parties			24	
	25	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		3,139,896	25	2,874,448
	26	**Total liabilities.** Add lines 17 through 25		56,735,672	26	57,774,287
Net Assets or Fund Balances		**Organizations that follow SFAS 117 (ASC 958), check here ▶ ☑ and complete lines 27 through 29, and lines 33 and 34.**				
	27	Unrestricted net assets		231,393,965	27	225,150,653
	28	Temporarily restricted net assets		153,276,062	28	155,671,680
	29	Permanently restricted net assets		90,113,090	29	90,527,039
		Organizations that do not follow SFAS 117 (ASC 958), check here ▶ ☐ and complete lines 30 through 34.				
	30	Capital stock or trust principal, or current funds			30	
	31	Paid-in or capital surplus, or land, building or equipment fund			31	
	32	Retained earnings, endowment, accumulated income, or other funds			32	
	33	Total net assets or fund balances		474,783,117	33	471,349,372
	34	Total liabilities and net assets/fund balances		531,518,789	34	529,123,659

Part XI Reconcilliation of Net Assets

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

1	Total revenue (must equal Part VIII, column (A), line 12)	1	103,852,338
2	Total expenses (must equal Part IX, column (A), line 25)	2	94,913,486
3	Revenue less expenses Subtract line 2 from line 1	3	8,938,852
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	474,783,117
5	Net unrealized gains (losses) on investments	5	-12,327,992
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	-44,605
10	Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	471,349,372

Part XII Financial Statements and Reporting

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

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

Additional Data

Software ID:
Software Version:
EIN: 53-0196577
Name: THE BROOKINGS INSTITUTION

Form 990, Part III, Line 4a:

FOREIGN POLICY STUDIES OVER THE PAST YEAR, SCHOLARS IN THE FOREIGN POLICY PROGRAM HAVE WORKED BEHIND THE SCENES TO INFORM MAJOR U S , MULTILATERAL AND ALLIED GOVERNMENT STAKEHOLDERS ON NAVIGATING A LITANY OF CHALLENGES FACING THE MULTILATERAL SYSTEM AND LIBERAL INTERNATIONAL ORDER A MAJOR GOAL OF THE BROOKINGS FOREIGN POLICY PROGRAM IS TO HELP ENSURE THAT DEMOCRACY REMAINS COMPETITIVE IN AN INTERNATIONAL ORDER IN WHICH AN AUTHORITARIAN ALTERNATIVE IS NOW INCREASINGLY INFLUENTIAL AND VIABLE TO INFORM POLICYMAKERS AND THE PUBLIC, THE FOREIGN POLICY PROGRAM DREW FROM THE EXPERTISE OF ITS RESIDENT AND NONRESIDENT FELLOWS TO PRODUCE A REPORT AND SYMPOSIUM IN FEBRUARY 2019 ON "DEMOCRACY AND DISORDER THE STRUGGLE FOR INFLUENCE IN THE NEW GEOPOLITICS " THE REPORT AND SYMPOSIUM RECEIVED SIGNIFICANT ATTENTION AND UPTAKE FROM THE POLICY COMMUNITY, INCLUDING U S SENATOR JEANNE SHAHEEN (D-NH) AND REPRESENTATIVE ADAM SCHIFF (D-CA), EACH OF WHOM ADDRESSED KEY FINDINGS FROM THE REPORT IN THEIR REMARKS DURING THE SYMPOSIUM INTERLOCUTORS IN THE WHITE HOUSE AND STATE DEPARTMENT POLICY PLANNING OFFICE CONFIRMED TO VICE PRESIDENT AND DIRECTOR OF FOREIGN POLICY BRUCE JONES THAT THE REPORT WAS WIDELY READ AND USED BY THOSE SEEKING TO RETAIN A FOCUS ON VALUES IN AMERICAN DIPLOMACY SCHOLARS ALSO BRIEFED THE REPORT TO CONGRESS, TO LEADING CIVIL SOCIETY INSTITUTIONS, AND TO THE FOREIGN MINISTRIES OF GERMANY, CANADA, AND JAPAN STEPHEN & BARBARA FRIEDMAN SENIOR FELLOW ROBERT KAGAN'S CONTRIBUTION TO THE REPORT, "THE STRONGMEN STRIKE BACK," WAS ALSO PUBLISHED AS AN ESSAY IN THE WASHINGTON POST AND RANKS AMONG THE MOST VIEWED OPINION ESSAYS IN THE POST'S HISTORY THAT ESSAY BUILT ON KAGAN'S SEMINAL BOOK, THE JUNGLE GROWS BACK, PUBLISHED IN FY19, WHICH HAS BEEN CITED BY CANADIAN FOREIGN MINISTER CHRYSTIA FREELAND, GERMAN FOREIGN MINISTER HEIKO MAAS, AND DUTCH PRIME MINISTER MARK RUTTE AS A DEFINING GUIDE TO WESTERN STRATEGIES TO DEFEND LIBERAL VALUES IN THE INTERNATIONAL ORDER TACKLING DANGEROUS CHANGES TO THE INTERNATIONAL ORDER IS ALSO THE FOCUS OF THE FOREIGN POLICY PROGRAM'S WORK IN ASIA FROM 1940-1980, ASIA WAS THE MOST WAR-TORN CONTINENT IN THE WORLD BY CONTRAST WITH THE EXCEPTION OF VIETNAM'S OCCUPATION OF CAMBODIA IN THE 1980SASIA HAS BEEN ONE OF THE WORLD'S MOST PEACEFUL REGIONS IN THE PAST FOUR DECADES THIS, DESPITE MAJOR TENSIONS BETWEEN STATES AND ENDURING LOW-LEVEL CONFLICTS WITHIN SOME STATES, LIKE THAILAND AND MYANMAR, THE FORTY-YEAR PERIOD SINCE 1980 HAS BEEN NAMED "THE EAST ASIAN PEACE," A PERIOD OF STABILITY THAT HAS SEEN MASSIVE REGIONAL ECONOMIC GROWTH AND THE DRAMATIC REDUCTION IN POVERTY THE EAST ASIAN REGION AND THE WHOLE WORLD HAVE PROFITED FROM THIS COMBINATION THE CRUCIAL QUESTION IS CAN IT BE SUSTAINED IN THE FACE OF CHANGING GEOPOLITICAL DYNAMICS? TO ADDRESS THESE QUESTIONS, THE FOREIGN POLICY PROGRAM LAUNCHED "SUSTAINING THE EAST ASIAN PEACE," A MULTIFACETED INITIATIVE-HIGHLIGHTING KEY ECONOMIC AND SECURITY CHALLENGES BY COMBINING PRAGMATIC POLICY RECOMMENDATIONS, IN-DEPTH RESEARCH, AND HIGH-LEVEL DIALOGUE AMONG U S AND REGIONAL STAKEHOLDERS THE FIRST CONVENING TOOK PLACE JUNE 2019 IN TAIPEI, WITH A KEYNOTE ADDRESS BY TAIWANESE FOREIGN MINISTER JOSEPH WU, AND SUBSEQUENT DIALOGUES WITH THE PRESIDENT AND TOP NATIONAL SECURITY LEADERSHIP OF TAIWAN RELATED DIALOGUES TOOK PLACE IN SINGAPORE AND TOKYO, WHERE BROOKINGS SCHOLARS ALSO ENGAGED SECURITY, POLITICAL, AND PRIVATE SECTOR STAKEHOLDERS ON U S -CHINA RELATIONS AND U S POLICY TOWARDS THE REGION THE SINGAPORE DIALOGUES ALSO SET THE STAGE FOR A COMPLEMENTARY MULTI-YEAR TRILATERAL PROGRAM TO BE LAUNCHED IN LATE 2019 INVOLVING AUSTRALIA, THE UNITED STATES, AND ASEAN COUNTRIES FOREIGN POLICY HAS PARTNERED WITH THE WORLD ECONOMIC FORUM (WEF)THE PREMIER GLOBAL PLATFORM FOR MULTI-SECTOR EXECUTIVE DIALOGUETO INFORM PUBLIC- AND PRIVATE-SECTOR THINKING ON NAVIGATING GEOPOLITICAL RISK OVER THE PAST YEAR, BROOKINGS FOREIGN POLICY FELLOWS HAVE LED WEF HIGH-LEVEL GEOPOLITICAL DIALOGUES IN AMMAN, JORDAN AND IN NEW YORK CITY DURING THE UNITED NATIONS GENERAL ASSEMBLY (UNGA) WEEK THE NEW YORK SESSION BROUGHT MORE THAN 30 FOREIGN MINISTERS TOGETHER WITH THE WEF AND BROOKINGS FOR A CLOSED-DOOR ANALYSIS OF CONTEMPORARY CHALLENGES IN GEOPOLITICS AND MULTILATERAL AFFAIRS

Form 990, Part III, Line 4b:

ECONOMIC STUDIES THE ECONOMIC STUDIES PROGRAM ANALYZES CURRENT AND EMERGING ECONOMIC POLICY ISSUES IN THE UNITED STATES AND WORLDWIDE ITS RESEARCH AIMS TO INCREASE THE PUBLIC'S UNDERSTANDING OF HOW THE ECONOMY WORKS AND WHAT CAN BE DONE TO MAKE IT WORK BETTER IN THE PAST YEAR, ECONOMIC STUDIES EXPERTS EXAMINED THE STATE OF THE U S ECONOMY AND COMMENTED ON SUCH DIVERSE ISSUES AS THE LABOR MARKET AND JOB CREATION, THE U S HEALTH CARE SYSTEM, TAX REFORM, FEDERAL BUDGET DEFICITS AND THE RISING NATIONAL DEBT, REGULATORY POLICY, FISCAL AND MONETARY POLICY, AND THE ROLE OF EDUCATION AND OPPORTUNITY IN ECONOMIC MOBILITY ECONOMIC STUDIES ALSO PRODUCES THE BROOKINGS PAPERS ON ECONOMIC ACTIVITY, THE LEADING SOURCE OF POLICY-ORIENTED, EMPIRICAL RESEARCH ON MACROECONOMICS IN ADDITION TO PUBLISHING NUMEROUS WORKS OF SCHOLARSHIP IN FY2019, ECONOMIC STUDIES HELD OVER 99 EVENTS, AND SCHOLARS ALSO SPOKE AT 54 EXTERNAL EVENTS, WROTE 289 OP-EDS AND BLOGS, PRODUCED 143 PAPERS AND BRIEFS, PUBLISHED 1 BOOK, TESTIFIED (ORAL AND WRITTEN) ON CAPITOL HILL 7 TIMES, AND WERE CITED OR INTERVIEWED IN 3,599 MEDIA STORIES

Form 990, Part III, Line 4c:

GLOBAL ECONOMY AND DEVELOPMENT THE GLOBAL ECONOMY AND DEVELOPMENT PROGRAM EXAMINES THE OPPORTUNITIES AND CHALLENGES PRESENTED BY GLOBALIZATION, WHICH CONTINUES TO BE A CENTRAL CONCERN FOR INTERNATIONAL POLICYMAKERS, BUSINESS LEADERS, THE MEDIA AND CIVIL SOCIETY GLOBAL ECONOMY AND DEVELOPMENT EXPERTS ADDRESS THE ISSUES SURROUNDING GLOBALIZATION WITHIN TWO KEY AREAS STRENGTHENING THE DRIVERS OF SUSTAINABLE GROWTH AND LEAVING NO ONE BEHIND IN THE PAST YEAR, GLOBAL EXPERTS HAVE PROVIDED ANALYSIS AND RECOMMENDATIONS TO FOSTER GLOBAL ECONOMIC COOPERATION, IMPROVE PATHWAYS OUT OF POVERTY, AND HELP DEAL WITH THE TECHNOLOGICAL TRANSFORMATION OF THE WORLD ECONOMY, WITH A SPECIAL FOCUS ON PRODUCTIVITY, EDUCATION, NEW SKILLS, INCLUSIVENESS, AND SUSTAINABILITY IN ADDITION TO PUBLISHING NUMEROUS WORKS OF SCHOLARSHIP IN FY2019, GLOBAL ECONOMY AND DEVELOPMENT HELD NUMEROUS EVENTS OPEN TO THE GENERAL PUBLIC

Form 990, Part III **- 4 Program Service Accomplishments (See the Instructions)**

Describe the exempt purpose achievements for each of the organization's three largest program services by expenses. Section 501(c)(3) and (4) organizations and 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

(Code) (Expenses $ 6,188,123 including grants of $ 580,274) (Revenue $)

INSTITUTIONAL INITIATIVES INCLUDES RESEARCH INITIATIVES UNDERTAKEN OR SUPERVISED BY THE EXECUTIVE OFFICE, AND ALL CROSS-PROGRAM RESEARCH EFFORTS, INCLUDING THE ARTIFICIAL INTELLIGENCE AND EMERGING TECHNOLOGIES INITIATIVE, DAVID M RUBENSTEIN FELLOWSHIP PROGRAM, THREE OVERSEAS CENTERS, AND THE BROOKINGS MOUNTAIN WEST INITIATIVE THE ARTIFICIAL INTELLIGENCE AND EMERGING TECHNOLOGY (AIET) INITIATIVE LOOKS TO ADVANCE GOOD GOVERNANCE OF A I AT THE GLOBAL, NATIONAL, AND LOCAL LEVELS SO THAT MULTIPLE SECTORS OF SOCIETY CAN RESPONSIBLY SCALE AND MANAGE ITS FULL EFFECTS THE INITIATIVE BEGAN IN 2019, AND BROOKINGS PLANS TO EXPAND IT OVER THE COMING YEAR THE RUBENSTEIN FELLOWSHIP ADVANCES DIVERSITY IN THE SCHOLARLY COMMUNITY AT BROOKINGS BY APPOINTING OUTSTANDING EARLY- AND MID-CAREER SCHOLARS FROM THE UNITED STATES AND ABROAD FOR TWO-YEAR RESIDENCIES THIS YEAR BROOKINGS GRADUATED ITS INAUGURAL CLASS OF TEN FELLOWS AND ANNOUNCED ITS SECOND COHORT OF FELLOWS TO BEGIN IN THE FALL OF 2019 BROOKINGS'S OVERSEAS CENTERS IN BEIJING, DOHA, AND DELHI PROVIDE INSTITUTIONAL PLATFORMS FOR ENGAGEMENT INCLUDING POLICY RESEARCH ON ECONOMIC, POLITICAL AND SOCIAL ISSUES AS WELL COLLABORATIVE EFFORTS WITH KEY SCHOLARS AND POLICYMAKERS FROM THE REGIONS THE RUBENSTEIN SPECIAL INITIATIVES FUND PROVIDES SUPPORT FOR JOINT PROJECTS BETWEEN THESE OVERSEAS CENTERS AND THE RESEARCH PROGRAMS IN WASHINGTON THE BROOKINGS MOUNTAIN WEST PROGRAM IS A PARTNERSHIP BETWEEN BROOKINGS AND THE UNIVERSITY OF NEVADA, LAS VEGAS (UNLV), IN WHICH BROOKINGS SCHOLARS FROM ALL FIVE RESEARCH PROGRAMS ENGAGE WITH STUDENTS AND FACULTY TO WORK ON INNOVATIVE POLICY SOLUTIONS FOR THE CITY, REGION, NATION, AND BEYOND THROUGH THE BROOKINGS CURRICULUM AT UNIVERSITY OF NEVADA, LAS VEGAS AND THE BROOKINGS MINOR, STUDENTS RECEIVE DETAILED INSTRUCTION ON HOW THE PUBLIC POLICY AGENDA IS SET, HOW MAJOR PUBLIC DEBATES ARE SHAPED, AND HOW POLICY DETAILS ARE DESIGNED AND IMPLEMENTED THIS YEAR, FIFTEEN BROOKINGS SCHOLARS VISITED UNLV TO TEACH COURSES AND ENGAGE WITH THE UNLV COMMUNITY

(Code) (Expenses $ 9,041,859 including grants of $ 50,000) (Revenue $ 24,634)

GOVERNANCE STUDIES THE GOVERNANCE STUDIES PROGRAM BRINGS TOGETHER PEOPLE INTERESTED IN IMPROVING THE PERFORMANCE OF GOVERNING INSTITUTIONS AND BETTERING THE ECONOMIC SECURITY, SOCIAL WELFARE, AND OPPORTUNITY AVAILABLE TO ALL AMERICANS GOVERNANCE STUDIES SCHOLARS GENERATE IDEAS THAT WILL STRENGTHEN DEMOCRACY, INCREASE INSTITUTIONAL CAPACITY, SUSTAIN THE RULE OF LAW, AND ADDRESS MAJOR DOMESTIC POLICY ISSUES FROM EDUCATION AND HEALTHCARE TO DIGITAL TECHNOLOGY IN FISCAL YEAR 2019, GOVERNANCE STUDIES EXPERTS EXAMINED THE IMPACTS OF VOTER SUPPRESSION, THE ROLE OF NATIONAL SECURITY AND LAW ENFORCEMENT, THE IMPORTANCE OF BIPARTISAN GOVERNMENT OVERSIGHT, AND CLARIFIED THE NUANCES OF FEDERAL FUNCTIONS AND PROCEDURAL RULE-MAKING THEY ALSO COMMENTED ON AND BROUGHT TOGETHER EXPERTS TO DISCUSS THE IMPLICATIONS OF VARIOUS TECHNOLOGICAL AND PRIVACY ISSUES, SUCH AS THE GENERAL DATA PROTECTION REGULATION (GDPR), ONLINE CONSUMER PRIVACY, BROADBAND ACCESS, AND EMERGING TECHNOLOGIES SUCH AS FACIAL RECOGNITION AND SMART TRANSPORTATION IN ADDITION TO PUBLISHING NUMEROUS WORKS OF WRITTEN SCHOLARSHIP IN FY 2019, GOVERNANCE STUDIES HELD OVER 40 EVENTS OPEN TO THE GENERAL PUBLIC ON THESE, AND OTHER, TIMELY TOPICS

Form 990, Part III **- 4 Program Service Accomplishments (See the Instructions)**

Describe the exempt purpose achievements for each of the organization's three largest program services by expenses. Section 501(c)(3) and (4) organizations and 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

(Code) (Expenses $ 8,406,756 including grants of $) (Revenue $ 39,611)

METROPOLITAN POLICY EXPERTS IN THE METROPOLITAN POLICY PROGRAM (BROOKINGS METRO) ARE HELPING CITY AND REGIONAL LEADERS MARRY THE PROMISE OF NEW TECHNOLOGIES AND A DIVERSE WORKFORCE TO FOSTER INCLUSIVE INNOVATION AND EXPAND OPPORTUNITIES FOR MORE PEOPLE IN MORE PLACES METRO SCHOLARS ARE AT THE FOREFRONT OF DELIVERING INNOVATIVE RESEARCH AND SOLUTIONS THAT HELP LOCAL LEADERS BUILD AN ADVANCED ECONOMY THAT WORKS FOR ALL IMPROVING INNOVATION AND BUSINESS DYNAMISM, SKILLS AND WORKER SUPPORTS, AND INFRASTRUCTURE AND PLACEMAKING IN FY19 BROOKINGS METRO PUBLISHED 152 BLOG POSTS, 27 RESEARCH BRIEFS, 21 COMPREHENSIVE RESEARCH REPORTS, AND 9 INTERACTIVE DATA VISUALIZATIONS, AMONG OTHER PRODUCTS INCLUDING SOCIAL MEDIA, NEWSLETTERS, PODCASTS, AND VIDEOS BROOKINGS METRO ALSO WORKED WITH STRATEGIC PARTNERS TO HOST 12 PUBLIC EVENTS BOTH IN WASHINGTON, D C AND IN CITIES ACROSS THE COUNTRY, AS WELL AS PARTICIPATING IN ROUNDTABLES, MEETINGS, PUBLIC FORUMS AND CONFERENCES HELD BY OTHER ORGANIZATIONS TO TALK ABOUT OUR RESEARCH IN THE FALL OF 2018, BROOKINGS METRO LAUNCHED ITS FIRST CENTER THE ANNE T AND ROBERT M BASS CENTER FOR TRANSFORMATIVE PLACEMAKING, WHICH AIMS TO INSPIRE PUBLIC, PRIVATE, AND CIVIC SECTOR LEADERS TO MAKE TRANSFORMATIVE PLACE INVESTMENTS THAT GENERATE WIDESPREAD SOCIAL AND ECONOMIC BENEFITS

(Code) (Expenses $ 1,459,840 including grants of $) (Revenue $ 1,533,098)

BROOKINGS PRESS THE BROOKINGS PRESS PUBLISHES PUBLIC POLICY RESEARCH FROM BROOKINGS' OWN SCHOLARS AS WELL AS OTHER AUTHORS THESE PUBLICATIONS PROVIDE EXTENSIVE BACKGROUND AND INSIGHT ON IMPORTANT PUBLIC POLICY ISSUES IN BUSINESS, ECONOMICS, GOVERNMENT AND INTERNATIONAL AFFAIRS

Form 990, Part III **- 4 Program Service Accomplishments (See the Instructions)**

Describe the exempt purpose achievements for each of the organization's three largest program services by expenses. Section 501(c)(3) and (4) organizations and 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

(Code) (Expenses $ 1,216,584 including grants of $) (Revenue $)

COMMUNICATIONS AND WEB THE COMMUNICATIONS DEPARTMENT DISSEMINATES INFORMATION ABOUT BROOKINGS, ITS SCHOLARS AND RESEARCH, AND THE ARRAY OF RESOURCES THAT BROOKINGS OFFERS COMMUNICATIONS OVERSEES THE COMMENTARY AND ANALYSIS THAT APPEAR ON THE BROOKINGS' WEBSITE (WWW BROOKINGS EDU) AND THAT ARE DISTRIBUTED THROUGH BROOKINGS'S SOCIAL MEDIA CHANNELS AND OTHER DIGITAL COMPONENTS OF OUTREACH AND EDUCATION THE DEPARTMENT SUPPORTS THE RESEARCH PROGRAMS BY PROVIDING VIDEO, GRAPHIC DESIGN AND OTHER MULTIMEDIA SERVICES, AND INTERACTS WITH MEDIA FOR THE PURPOSES OF ARRANGING INTERVIEWS AND REPUBLISHING CONTENT IT ALSO HOUSES THE ORGANIZATION'S PUBLISHING HOUSE, BROOKINGS INSTITUTION PRESS

Form 990, Part VII - Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position: Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
JOHN L THORNTON CHAIR THRU 11/18	4 00	X		X				0	0	0
GLENN H HUTCHINS CO-CHAIR OF THE BOARD	4 00	X		X				0	0	0
SUZANNE NORA JOHNSON CO-CHAIR OF THE BOARD	4 00	X		X				0	0	0
ARTHUR R COLLINS VICE CHAIR OF BOARD	3 00	X		X				0	0	0
LEONARD D SCHAEFFER VICE CHAIR OF BOARD	3 00	X		X				0	0	0
CHERYL COHEN EFFRON TREASURER OF BOARD	3 00	X		X				0	0	0
TRACY R WOLSTENCROFT SECRETARY OF THE BOARD	3 00	X		X				0	0	0
ROBERT J ABERNETHY VICE CHAIR OF DEVELOPMENT COM	2 00	X						0	0	0
PAUL M ACHLEITNER TRUSTEE	2 00	X						0	0	0
ROBERT M BASS TRUSTEE	2 00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(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) Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
HANZADE DOGAN BOYNER TRUSTEE	2 00	X						0	0	0
PAUL L CEJAS TRUSTEE	2 00	X						0	0	0
W EDMUND CLARK TRUSTEE	2 00	X						0	0	0
ABBY JOSEPH COHEN CHAIR OF INVESTMENT COMMITTEE	3 00	X						0	0	0
BETSY Z COHEN TRUSTEE	2 00	X						0	0	0
SUSAN CROWN TRUSTEE	2 00	X						0	0	0
ARTHUR B CULVAHOUSE JR TRUSTEE UNTIL 01/2019	2 00	X						0	0	0
JASON CUMMINS TRUSTEE	2 00	X						0	0	0
ALAN M DACHS TRUSTEE	2 00	X						0	0	0
FENG DENG TRUSTEE	2 00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position: Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
PAUL DESMARAIS JR TRUSTEE	2 00	X						0	0	0
ALFONSO FANJUL TRUSTEE	2 00	X						0	0	0
BART FRIEDMAN CHAIR OF THE AUDIT COMMITTEE	3 00	X						0	0	0
ELLEN V FUTTER CHAIR OF NOMINATIONS & GOVERNANCE	3 00	X						0	0	0
HELENE GAYLE TRUSTEE	2 00	X						0	0	0
BRIAN L GREENSPUN TRUSTEE	2 00	X						0	0	0
PETE HIGGINS CHAIR OF DEVELOPMENT COMMITTEE	3 00	X						0	0	0
VICTOR L HYMES VICE CHAIR OF BUDGET & FINANCE COMMITTEE	3 00	X						0	0	0
BENJAMIN R JACOBS TRUSTEE	3 00	X						0	0	0
KENNETH M JACOBS TRUSTEE	2 00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position: Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
TOM KAPLAN TRUSTEE	2 00	X						0	0	0
HOSEIN KHAJEH-HOSSEINY TRUSTEE	2 00	X						0	0	0
PHILIP M KNIGHT TRUSTEE	2 00	X						0	0	0
SARA GROOTWASSINK LEWIS TRUSTEE	2 00	X						0	0	0
CATHY MINEHAN CHAIR OF COMPENSATION COMMITTEE	3 00	X						0	0	0
ADITYA MITTAL TRUSTEE	2 00	X						0	0	0
JAMES MURREN TRUSTEE UNTIL 06/2019	2 00	X						0	0	0
LAXMAN NARASIMHAN TRUSTEE	2 00	X						0	0	0
BRIAN ROGERS VC, INVESTMENT COMMITTEE	3 00	X						0	0	0
NICOLE PULLEN ROSS TRUSTEE	2 00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position: Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
JAMES ROGERS TRUSTEE UNTIL 12/2018	2 00	X						0	0	0
VICTORIA P SANT TRUSTEE UNTIL 12/2018	2 00	X						0	0	0
NEIL SHEN TRUSTEE	2 00	X						0	0	0
ARNE M SORENSON CHAIR OF BUDGET & FINANCE COMMITTEE	3 00	X						0	0	0
KRISHEN SUD TRUSTEE	2 00	X						0	0	0
ANDREW TISCH TRUSTEE	2 00	X						0	0	0
ERCUMENT TOKAT TRUSTEE	2 00	X						0	0	0
ANTOINE W VAN AGTMAEL TRUSTEE	2 00	X						0	0	0
DAVID WEINBERG TRUSTEE	2 00	X						0	0	0
BEATRICE W WELTERS TRUSTEE	2 00	X						0	0	0

Form 990, Part VII - Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position: Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
JOHN H WHITE JR TRUSTEE	2 00	X						0	0	0
JOHN ALLEN PRESIDENT	40 00			X				931,730	0	73,731
ONA ALSTON DOSUNMU VP & GEN COUNSEL, SEC THRU 12/2018	40 00			X				311,610	0	64,804
IRENA BARISIC VP,CFO,ASSTTRES/TRES THRU 3/2019	40 00			X				328,517	0	38,763
MICHAEL CAVADEL ASST SEC, SECRETARY THRU 3/2019	40 00			X				168,765	0	43,629
TED GAYER EXECUTIVE VICE PRESIDENT	40 00			X				461,497	0	51,500
ELIZABETH GROSS ASST SECRETARY THRU 3/2019	40 00			X				68,868	0	22,696
DAVID PORTER ASST TREASURER THRU 2/2019	40 00			X				221,263	0	56,919
BRUCE JONES VP & DIR, FOREIGN POLICY	40 00				X			310,856	0	34,691
HOMI J KHARAS INTERIM VP & DIR, GLOBAL ECONOMY	40 00				X			298,275	0	33,000

Form 990, Part VII - Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position: Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
CATHERINE A PIEZ CHIEF INVESTMENT OFFICER	40 00				X			326,561	0	55,112
DARRELL M WEST VP & DIR OF GOVERNANCE STUDIES	40 00				X			350,354	0	62,582
AMY LIU WITMER VP & DIR, METROPOLITAN POLICY PROGRAM	40 00				X			323,318	0	36,825
JACQUELINE BASILE VP & CHIEF HUMAN RESOURCES OFFICER	40 00					X		267,948	0	30,012
KEMAL DERVIS SENIOR FELLOW (EFF 11/2017)	40 00					X		294,547	0	33,000
WILLIAM G GALE SR FELLOW & DIR, TAX POLICY CENTER	40 00					X		439,806	0	52,448
GREGORY MCGOVERN VP OF DEVELOPMENT (THRU 2/2019)	40 00					X		300,570	0	41,022
DAVID WESSEL SR FELLOW & DIRE, HUTCHINS CENTER	40 00					X		299,213	0	56,134
MARTIN S INDYK FORMER EXECUTIVE VP	40 00						X	266,374	0	48,879
N STROBE TALBOTT FORMER PRESIDENT, DIST FELLOW	40 00						X	998,625	0	57,881

Form 990, Part VII - Compensation of Officers, Directors,Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(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): Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former	(D) Reportable compensation from the organization (W- 2/1099-MISC)	(E) Reportable compensation from related organizations (W- 2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
BRUCE J KATZ FORMER CENTENNIAL SCHOLAR	40 00						X	235,973	0	17,270

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SCHEDULE A (Form 990 or 990EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
▶ Attach to Form 990 or Form 990-EZ.
▶ Go to *www.irs.gov/Form990* for the latest information.

OMB No 1545-0047

2018

Open to Public Inspection

Name of the organization
THE BROOKINGS INSTITUTION

Employer identification number
53-0196577

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 or 990-EZ))

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 **170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture See instructions Enter the name, city, and state of the college or university

10 ☐ An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2).** (Complete Part III)

11 ☐ An organization organized and operated exclusively to test for public safety See **section 509(a)(4).**

12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box in 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

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? Yes	No	(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
Total						

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ. Cat No 11285F **Schedule A (Form 990 or 990-EZ) 2018**

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

(Complete only if you checked the box on line 5, 7, 8, or 9 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) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
1	Gifts, grants, contributions, and membership fees received (Do not include any "unusual grant ")	76,694,383	90,539,102	96,843,646	65,378,153	78,430,045	407,885,329
2	Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3	The value of services or facilities furnished by a governmental unit to the organization without charge						
4	**Total.** Add lines 1 through 3	76,694,383	90,539,102	96,843,646	65,378,153	78,430,045	407,885,329
5	The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						38,882,117
6	**Public support.** Subtract line 5 from line 4						369,003,212

Section B. Total Support

	Calendar year (or fiscal year beginning in) ▶	(a)2014	(b)2015	(c)2016	(d)2017	(e)2018	(f)Total
7	Amounts from line 4	76,694,383	90,539,102	96,843,646	65,378,153	78,430,045	407,885,329
8	Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	14,398,796	3,589,797	4,282,665	4,379,193	5,024,382	31,674,833
9	Net income from unrelated business activities, whether or not the business is regularly carried on						
10	Other income Do not include gain or loss from the sale of capital assets (Explain in Part VI)	2,466,504	2,499,517	2,277,314	2,618,673	2,599,707	12,461,715
11	**Total support.** Add lines 7 through 10						452,021,877

12 Gross receipts from related activities, etc (see instructions) | **12** | 9,216,766

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

Section C. Computation of Public Support Percentage

14 Public support percentage for 2018 (line 6, column (f) divided by line 11, column (f)) | **14** | 81 630 %

15 Public support percentage for 2017 Schedule A, Part II, line 14 | **15** | 82 540 %

16a **33 1/3% support test—2018.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶ ☑

b **33 1/3% support test—2017.** 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 **stop here.** The organization qualifies as a publicly supported organization ▶ ☐

17a **10%-facts-and-circumstances test—2018.** 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 **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization ▶ ☐

b **10%-facts-and-circumstances test—2017.** 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 **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization ▶ ☐

18 **Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ▶ ☐

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) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ")						
2 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						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 **Total.** Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
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						
c Add lines 7a and 7b						
8 **Public support.** (Subtract line 7c from line 6)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income Do not include gain or loss from the sale of capital assets (Explain in Part VI)						
13 **Total support.** (Add lines 9, 10c, 11, and 12)						

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

Section C. Computation of Public Support Percentage

15	Public support percentage for 2018 (line 8, column (f) divided by line 13, column (f))	15	
16	Public support percentage from 2017 Schedule A, Part III, line 15	16	

Section D. Computation of Investment Income Percentage

17	Investment income percentage for **2018** (line 10c, column (f) divided by line 13, column (f))	17	
18	Investment income percentage from **2017** Schedule A, Part III, line 17	18	

19a **331/3% support tests—2018.** 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—2017.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ▶ ☐

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

Part IV Supporting Organizations

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

Section A. All Supporting Organizations

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

Part IV Supporting Organizations (continued)

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

Section B. Type I Supporting Organizations

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

Section C. Type II Supporting Organizations

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

Section D. All Type III Supporting Organizations

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

Section E. Type III Functionally-Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year **(see instructions)**

- **a** ☐ The organization satisfied the Activities Test Complete **line 2** below
- **b** ☐ The organization is the parent of each of its supported organizations Complete **line 3** below
- **c** ☐ The organization supported a governmental entity Describe in **Part VI** how you supported a government entity (see instructions)

			Yes	No
2	Activities Test **Answer (a) and (b) below.**			
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? *If "Yes," then in* ***Part VI identify those supported organizations and explain*** *how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities*	**2a**		
b	Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? *If "Yes," explain in* ***Part VI*** *the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement*	**2b**		
3	Parent of Supported Organizations **Answer (a) and (b) below.**			
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? *Provide details in* ***Part VI.***	**3a**		
b	Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? *If "Yes," describe in* ***Part VI.*** *the role played by the organization in this regard*	**3b**		

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

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

	Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year)	1		
a	Average monthly value of securities	1a		
b	Average monthly cash balances	1b		
c	Fair market value of other non-exempt-use assets	1c		
d	**Total** (add lines 1a, 1b, and 1c)	1d		
e	**Discount** claimed for blockage or other factors (explain in detail in Part VI)			
2	Acquisition indebtedness applicable to non-exempt use assets	2		
3	Subtract line 2 from line 1d	3		
4	Cash deemed held for exempt use Enter 1-1/2% of line 3 (for greater amount, see instructions)	4		
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6	Multiply line 5 by 035	6		
7	Recoveries of prior-year distributions	7		
8	**Minimum Asset Amount** (add line 7 to line 6)	8		

	Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1		
2	Enter 85% of line 1	2		
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3		
4	Enter greater of line 2 or line 3	4		
5	Income tax imposed in prior year	5		
6	**Distributable Amount.** Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6		

7 ☐ Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions)

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

Section D - Distributions	**Current Year**
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in **Part VI**) See instructions	
7 **Total annual distributions.** Add lines 1 through 6	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in **Part VI**) See instructions	
9 Distributable amount for 2018 from Section C, line 6	
10 Line 8 amount divided by Line 9 amount	

Section E - Distribution Allocations (see instructions)	**(i) Excess Distributions**	**(ii) Underdistributions Pre-2018**	**(iii) Distributable Amount for 2018**
1 Distributable amount for 2018 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2018 (reasonable cause required-- explain in Part VI) See instructions			
3 Excess distributions carryover, if any, to 2018			
a From 2013.			
b From 2014.			
c From 2015.			
d From 2016.			
e From 2017.			
f **Total** of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2018 distributable amount			
i Carryover from 2013 not applied (see instructions)			
j Remainder Subtract lines 3g, 3h, and 3i from 3f			
4 Distributions for 2018 from Section D, line 7 $			
a Applied to underdistributions of prior years			
b Applied to 2018 distributable amount			
c Remainder Subtract lines 4a and 4b from 4			
5 Remaining underdistributions for years prior to 2018, if any Subtract lines 3g and 4a from line 2 If the amount is greater than zero, explain in Part VI See instructions			
6 Remaining underdistributions for 2018 Subtract lines 3h and 4b from line 1 If the amount is greater than zero, explain in Part VI See instructions			
7 **Excess distributions carryover to 2019.** Add lines 3j and 4c			
8 Breakdown of line 7			
a Excess from 2014.			
b Excess from 2015.			
c Excess from 2016.			
d Excess from 2017.			
e Excess from 2018.			

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

Facts And Circumstances Test

990 Schedule A, Supplemental Information

Return Reference	Explanation
SCHEDULE A, PART II, LINE 10, EXPLANATION OF OTHER INCOME	CAFETERIA - 2014 AMOUNT $ 2,280,852 2015 AMOUNT $ 2,332,134 2016 AMOUNT $ 2,167,186 2017 AMOUNT $ 2,350,662 2018 AMOUNT $ 2,358,488 OTHER INCOME - 2014 AMOUNT $ 185,652 2015 AMOUNT $ 167,383 2016 AMOUNT $ 110,128 2017 AMOUNT $ 268,011 2018 AMOUNT $ 24 1,219

SCHEDULE D (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

▶ Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
▶ Attach to Form 990.
▶ Go to *www.irs.gov/Form990* for the latest information.

OMB No 1545-0047

2018

Open to Public Inspection

Name of the organization
THE BROOKINGS INSTITUTION

Employer identification number
53-0196577

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.

		(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year		
2	Aggregate value of contributions to (during year)		
3	Aggregate value of grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No

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

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

☐ Preservation of land for public use (e g , recreation or education)
☐ Preservation of an historically important land area
☐ Protection of natural habitat
☐ Preservation of a certified historic structure
☐ Preservation of open space

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

			Held at the End of the Year
a	Total number of conservation easements	2a	
b	Total acreage restricted by conservation easements	2b	
c	Number of conservation easements on a certified historic structure included in (a)	2c	
d	Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register	2d	

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

4 Number of states where property subject to conservation easement is located ▶ ____________

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ ____________

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ $ ____________

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

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

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

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

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

(i) Revenue included on Form 990, Part VIII, line 1 ▶ $ ____________

(ii) Assets included in Form 990, Part X ▶ $ 268,418

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

a Revenue included on Form 990, Part VIII, line 1 ▶ $ ____________

b Assets included in Form 990, Part X ▶ $ ____________

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

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

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

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

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

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

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

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

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

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

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

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

	(a) Current year	**(b)** Prior year	**(c)** Two years back	**(d)** Three years back	**(e)** Four years back
1a Beginning of year balance	476,093,348	468,522,658	417,895,359	425,725,267	441,281,539
b Contributions . . .	6,715,783	62,516,766	18,324,115	7,474,568	66,444,006
c Net investment earnings, gains, and losses	7,360,966	35,621,240	48,993,345	961,390	11,159,614
d Grants or scholarships . . .					
e Other expenditures for facilities and programs . . .	17,596,458	89,209,102	15,341,592	15,098,080	92,011,199
f Administrative expenses	1,530,751	1,358,214	1,348,569	1,167,786	1,148,693
g End of year balance	471,042,888	476,093,348	468,522,658	417,895,359	425,725,267

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

a Board designated or quasi-endowment ▶ 47 730 %

b Permanent endowment ▶ 19 220 %

c Temporarily restricted endowment ▶ 33 050 %

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

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

		Yes	**No**
(i) unrelated organizations	**3a(i)**		No
(ii) related organizations	**3a(ii)**		No
b If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R?	**3b**		

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

Part VI **Land, Buildings, and Equipment.**
Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	**(a)** Cost or other basis (investment)	**(b)** Cost or other basis (other)	**(c)** Accumulated depreciation	**(d)** Book value
1a Land		4,155,620		4,155,620
b Buildings		52,885,033	30,979,836	21,905,197
c Leasehold improvements				
d Equipment		18,792,399	15,830,437	2,961,962
e Other		4,426,691	3,730,955	695,736
Total. Add lines 1a through 1e *(Column (d) must equal Form 990, Part X, column (B), line 10(c))* . . ▶				29,718,515

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	224,090,137	F
(3)Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. *(Column (b) must equal Form 990, Part X, col (B) line 12)* ▶	224,090,137	

Part VIII Investments—Program Related.
Complete if the organization answered 'Yes' on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. *(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)	
Total. *(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	
ACCRUED POST-RETIREMENT BENEFIT OBLIGATION	1,264,000
DEFERRED RENT EXPENSE PAYABLE	817,896
DEFERRED COMPENSATION	792,552
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. *(Column (b) must equal Form 990, Part X, col (B) line 25)* ▶	2,874,448

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

Part XI **Reconciliation of Revenue per Audited Financial Statements With Revenue per Return**
Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements			1	90,100,598
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12				
a	Net unrealized gains (losses) on investments	2a	-12,327,992		
b	Donated services and use of facilities	2b	100,000		
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIII)	2d	-94,578		
e	Add lines **2a** through **2d**			2e	-12,322,570
3	Subtract line **2e** from line **1**			3	102,423,168
4	Amounts included on Form 990, Part VIII, line 12, but not on line **1**				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	1,944,016		
b	Other (Describe in Part XIII)	4b	-514,846		
c	Add lines **4a** and **4b**			4c	1,429,170
5	Total revenue Add lines **3** and **4c.** (This must equal Form 990, Part I, line 12)			5	103,852,338

Part XII **Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**
Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements			1	93,585,960
2	Amounts included on line 1 but not on Form 990, Part IX, line 25				
a	Donated services and use of facilities	2a	100,000		
b	Prior year adjustments	2b			
c	Other losses	2c			
d	Other (Describe in Part XIII)	2d	516,490		
e	Add lines **2a** through **2d**			2e	616,490
3	Subtract line **2e** from line **1**			3	92,969,470
4	Amounts included on Form 990, Part IX, line 25, but not on line **1:**				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	1,944,016		
b	Other (Describe in Part XIII)	4b			
c	Add lines **4a** and **4b**			4c	1,944,016
5	Total expenses Add lines **3** and **4c.** (This must equal Form 990, Part I, line 18)			5	94,913,486

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	Explanation
See Additional Data Table	

Part XIII **Supplemental Information** ***(continued)***

Return Reference	Explanation

Additional Data

Software ID:

Software Version:

EIN: 53-0196577

Name: THE BROOKINGS INSTITUTION

Supplemental Information

Return Reference	Explanation
PART III, LINE 4	BROOKINGS PHOTOGRAPHY COLLECTION WAS DONATED TO ENHANCE THE FACILITIES WHERE BROOKINGS SCH OLARS MEET WITH OTHER KEY PEOPLE IN THE PUBLIC POLICY WORLD THIS CONTRIBUTES TO AN ATMOSP HERE THAT PROMOTES CONVERSATION AND INTERACTION

Supplemental Information

Return Reference	Explanation
PART V, LINE 4	BROOKINGS CAREFULLY BALANCES ITS FUNDING TO RESPOND TO CURRENT POLICY ISSUES AS WELL AS UN DERTAKE LONG-TERM RESEARCH PROJECTS AS NEW CHALLENGES EMERGE, THE ENDOWMENT IS USED TO MA KE NEW RESEARCH PROJECTS POSSIBLE, SUPPORTING CORE ADMINISTRATIVE COSTS, AS WELL AS, SCHOL AR-DRIVEN RESEARCH

Supplemental Information

Return Reference	Explanation
PART X, LINE 2	INCOME TAXES BROOKINGS IS EXEMPT FROM FEDERAL INCOME TAXES ON ITS EXEMPT ACTIVITIES UNDER SECTION 501(C)(3) OF THE INTERNAL REVENUE CODE (THE CODE) AND HAS BEEN DESIGNATED BY THE INTERNAL REVENUE SERVICE (IRS) AS A PUBLICLY SUPPORTED ORGANIZATION UNDER SECTION 509(A)(1) OF THE CODE BROOKINGS ENGAGES IN CERTAIN ACTIVITIES THAT PRODUCE UNRELATED BUSINESS INC OME, AS DEFINED BY FEDERAL INCOME TAX REGULATIONS WHEN TAX RETURNS ARE FILED, IT IS HIGHL Y CERTAIN THAT SOME POSITIONS TAKEN WOULD BE SUSTAINED UPON EXAMINATION BY THE TAXING AUTH ORITIES, WHILE OTHERS ARE SUBJECT TO UNCERTAINTY ABOUT THE MERITS OF THE POSITION TAKEN OR THE AMOUNT OF THE POSITION THAT WOULD BE ULTIMATELY SUSTAINED THE BENEFIT OF A TAX POSIT ION IS RECOGNIZED IN THE CONSOLIDATED FINANCIAL STATEMENTS IN THE PERIOD DURING WHICH, BAS ED ON ALL AVAILABLE EVIDENCE, MANAGEMENT BELIEVES IT IS MORE LIKELY THAN NOT THAT THE POSI TION WILL BE SUSTAINED UPON EXAMINATION, INCLUDING THE RESOLUTION OF APPEALS OR LITIGATION PROCESSES, IF ANY TAX POSITIONS TAKEN ARE NOT OFFSET OR AGGREGATED WITH OTHER POSITIONS TAX POSITIONS THAT MEET THE MORE LIKELY THAN NOT RECOGNITION THRESHOLD ARE MEASURED AS TH E LARGEST AMOUNT OF TAX BENEFIT THAT IS MORE THAN 50% LIKELY OF BEING REALIZED UPON SETTLE MENT WITH THE APPLICABLE TAXING AUTHORITY THE PORTION OF THE BENEFITS ASSOCIATED WITH TAX POSITIONS TAKEN THAT EXCEEDS THE AMOUNT MEASURED AS DESCRIBED ABOVE IS REFLECTED AS A LIA BILITY FOR UNRECOGNIZED TAX BENEFITS IN THE ACCOMPANYING CONSOLIDATED STATEMENT OF FINANCI AL POSITION, ALONG WITH ANY ASSOCIATED INTEREST AND PENALTIES THAT WOULD BE PAYABLE TO THE TAXING AUTHORITIES UPON EXAMINATION BROOKINGS FILES INCOME TAX RETURNS IN THE U S FEDER AL JURISDICTION AS OF JUNE 30, 2019, AND FOR THE YEAR THEN ENDED, THERE WERE NO MATERIAL UNRECOGNIZED/DERECOGNIZED TAX BENEFITS OR TAX PENALTIES OR INTEREST GENERALLY, BROOKINGS IS NO LONGER SUBJECT TO U S FEDERAL INCOME TAX EXAMINATIONS BY TAX AUTHORITIES FOR YEARS BEFORE FISCAL YEAR 2016

Supplemental Information

Return Reference	Explanation
PART XI, LINE 2D - OTHER ADJUSTMENTS	GAIN/(LOSS) ON FOREIGN CURRENCY EXCHANGE -94,578

Supplemental Information

Return Reference	Explanation
PART XI, LINE 4B - OTHER ADJUSTMENTS	COST OF GOODS SOLD REPORTED ON PART VIII, LINE 10B -514,846

Supplemental Information

Return Reference	Explanation
PART XII, LINE 2D - OTHER ADJUSTMENTS	AFFILIATE EXPENSES INCLUDED ON THE CONSOLIDATED FINANCIAL STATEMENT 1,644 COST OF GOODS SOLD REPORTED ON PART VIII, LINE 10B 514,846

SCHEDULE F (Form 990)

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 14b, 15, or 16.
▶ Attach to Form 990.
▶ Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No 1545-0047

2018

Open to Public Inspection

Name of the organization
THE BROOKINGS INSTITUTION

Employer identification number
53-0196577

Part I **General Information on Activities Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 14b.

1 **For grantmakers.** Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☑ **Yes** ☐ **No**

2 **For grantmakers.** Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States

3 Activities per Region (The following Part I, line 3 table can be duplicated if additional space is needed)

(a) Region	**(b)** Number of offices in the region	**(c)** Number of employees, agents, and independent contractors in region	**(d)** Activities conducted in region (by type) (e g , fundraising, program services, investments, grants to recipients located in the region)	**(e)** If activity listed in (d) is a program service, describe specific type of service(s) in region	**(f)** Total expenditures for and investments in region
See Add'l Data					
3a Sub-total	3	41			6,424,606
b Total from continuation sheets to Part I					0
c **Totals** (add lines 3a and 3b)	3	41			6,424,606

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 15, for any recipient who received more than $5,000. Part II can be duplicated if additional space is needed.

1 (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
		EAST ASIA AND THE PACIFIC	PROGRAM SERVICES	204,801	WIRE TRANSFER			

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter . . . . ▶

3 Enter total number of other organizations or entities . . . . ▶ 1

Part III **Grants and Other Assistance to Individuals Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 16. Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)
PROGRAM ASSISTANCE	MIDDLE EAST AND NORTH AFRICA	7	253,383	CHECK OR WIRE	122,090	HOUSING ALLOWANCE	BOOK

Part IV Foreign Forms

1	Was the organization a U S transferor of property to a foreign corporation during the tax year? *If "Yes,"the organization may be required to file Form 926, Return by a U S Transferor of Property to a Foreign Corporation (see Instructions for Form 926)*	☑ Yes	☐ No
2	Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U S Owner (see Instructions for Forms 3520 and 3520-A, don't file with Form 990)*	☐ Yes	☑ No
3	Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U S Persons with Respect to Certain Foreign Corporations (see Instructions for Form 5471)*	☑ Yes	☐ No
4	Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see Instructions for Form 8621)*	☐ Yes	☑ No
5	Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U S Persons with Respect to Certain Foreign Partnerships (see Instructions for Form 8865)*	☑ Yes	☐ No
6	Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713, don't file with Form 990)*	☑ Yes	☐ No

Part V Supplemental Information

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

990 Schedule F, Supplemental Information

Return Reference	Explanation
PART I, LINE 2	THE BROOKINGS INSTITUTION MAINTAINS RECORDS OF HOW GRANT FUNDS ARE USED AND VERIFIES THROUGH REGULAR REPORTS AND COMMUNICATIONS THAT GRANTS ARE USED IN A WAY CONSISTENT WITH THEIR ORIGINAL PURPOSE

Additional Data

Software ID:
Software Version:
EIN: 53-0196577
Name: THE BROOKINGS INSTITUTION

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
EAST ASIA AND THE PACIFIC	1	1	PROGRAM SERVICES, FUNDRAISING ACTIVITIES, MAINTAINING OFFICES	PUBLIC POLICY RESEARCH	327,875
MIDDLE EAST AND NORTH AFRICA	1	14	PROGRAM SERVICES, FUNDRAISING ACTIVITIES, MAINTAINING OFFICES	PUBLIC POLICY RESEARCH	4,129,935

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
SOUTH ASIA	1	26	PROGRAM SERVICES, FUNDRAISING ACTIVITIES, MAINTAINING OFFICES	PUBLIC POLICY RESEARCH	1,386,522
EAST ASIA AND THE PACIFIC	0	0	GRANT TO RECIPIENTS LOCATED IN REGION		204,801

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
MIDDLE EAST AND NORTH AFRICA	0	0	GRANT TO RECIPIENTS LOCATED IN REGION		375,473

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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* for the latest information.

OMB No 1545-0047

2018

Open to Public Inspection

Name of the organization
THE BROOKINGS INSTITUTION

Employer identification number
53-0196577

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

	(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 noncash assistance	**(h)** Purpose of grant or assistance
(1)								
(2)								
(3)								
(4)								
(5)								
(6)								
(7)								
(8)								
(9)								
(10)								
(11)								
(12)								

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

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

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

(a) Type of grant or assistance	**(b)** Number of recipients	**(c)** Amount of cash grant	**(d)** Amount of noncash assistance	**(e)** Method of valuation (book, FMV, appraisal, other)	**(f)** Description of noncash assistance
(1) FELLOWSHIP STIPENDS	15	470,838			
(2)					
(3)					
(4)					
(5)					
(6)					
(7)					

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

Return Reference	**Explanation**
PART I, LINE 2	BROOKINGS DOES NOT ISSUE GRANTS TO OTHER ORGANIZATIONS BROOKINGS DOES ISSUE FELLOWSHIP STIPENDS TO INDIVIDUALS THESE DISBURSEMENTS ARE MONITORED AS THE INDIVIDUALS ARE GENERALLY RESIDENTS AT BROOKINGS AND THEIR WORK IS SUPERVISED BY THEIR BROOKINGS ADVISOR

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Schedule J (Form 990)

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* for instructions and the latest information.

Department of the Treasury
Internal Revenue Service

OMB No 1545-0047

2018

Open to Public Inspection

Name of the organization
THE BROOKINGS INSTITUTION

Employer identification number
53-0196577

Part I Questions Regarding Compensation

			Yes	No
1a	Check the appropiate 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 ☐ First-class or charter travel ☐ Travel for companions ☐ Tax idemnification and gross-up payments ☐ Discretionary spending account ☐ Housing allowance or residence for personal use ☐ Payments for business use of personal residence ☐ Health or social club dues or initiation fees ☐ Personal services (e g , maid, chauffeur, chef)			
b	If any of the boxes in 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	1b		
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked in line 1a?	2	Yes	
3	Indicate which, if any, of the following the filing 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 ☑ Compensation committee ☑ Independent compensation consultant ☑ Form 990 of other organizations ☐ Written employment contract ☑ Compensation survey or study ☑ Approval by the board or compensation committee			
4	During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization			
a	Receive a severance payment or change-of-control payment?	4a	Yes	
b	Participate in, or receive payment from, a supplemental nonqualified retirement plan?	4b	Yes	
c	Participate in, or receive payment from, an equity-based compensation arrangement? If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III	4c		No
	Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.			
5	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of			
a	The organization?	5a		No
b	Any related organization? If "Yes," on line 5a or 5b, describe in Part III	5b		No
6	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of			
a	The organization?	6a		No
b	Any related organization? If "Yes," on line 6a or 6b, describe in Part III	6b		No
7	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described in lines 5 and 6? If "Yes," describe in Part III	7	Yes	
8	Were any amounts reported on Form 990, Part VII, paid or accured 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	8		No
9	If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53 4958-6(c)?	9		

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 are not 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 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 Additional Data Table							

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	Explanation
PART I, LINES 4A-B	BRUCE KATZ RECEIVED SEVERANCE PAYMENT IN THE AMOUNT OF 124,699 AND THE AMOUNT IS REPORTED IN SCHEDULE J, PART II, COLUMN B(III) N STROBE TALBOTT, FORMER PRESIDENT (CURRENTLY - DISTINGUISHED FELLOW IN RESIDENCE) RECEIVED PAYMENT FROM A SUPPLEMENTAL NONQUALIFIED RETIREMENT PLAN IN THE AMOUNT OF $699,100 THIS AMOUNT IS REPORTED IN SCHEDULE J, PART II, COLUMN B(III)

Return Reference	Explanation
PART I, LINE 7	BONUSES ARE DISCRETIONARY AND ARE BASED ON INSTITUTIONAL AFFORDABILITY, AS DETERMINED ANNUALLY BY THE PRESIDENT

Additional Data

Software ID:
Software Version:
EIN: 53-0196577
Name: THE BROOKINGS INSTITUTION

Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name and Title		(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 in column (B) reported as deferred on prior Form 990
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
JOHN ALLEN PRESIDENT	(i)	785,505	80,000	66,225	51,500	23,103	1,006,333	0
	(ii)	0	0	0	0	0	0	0
ONA ALSTON DOSUNMU VP & GEN COUNSEL, SEC THRU 12/2018	(i)	278,911	14,800	17,899	35,074	30,707	377,391	0
	(ii)	0	0	0	0	0	0	0
IRENA BARISIC VP,CFO,ASSTTRES/TRES THRU 3/2019	(i)	305,192	18,600	4,725	37,590	5,748	371,855	0
	(ii)	0	0	0	0	0	0	0
MICHAEL CAVADEL ASST SEC, SECRETARY THRU 3/2019	(i)	161,630	2,500	4,635	21,015	26,379	216,159	0
	(ii)	0	0	0	0	0	0	0
TED GAYER EXECUTIVE VICE PRESIDENT	(i)	410,620	31,812	19,065	51,500	3,752	516,749	0
	(ii)	0	0	0	0	0	0	0
DAVID PORTER ASST TREASURER THRU 2/2019	(i)	215,618	5,000	645	27,502	32,649	281,414	0
	(ii)	0	0	0	0	0	0	0
BRUCE JONES VP & DIR, FOREIGN POLICY	(i)	291,514	14,600	4,742	33,000	2,563	346,419	0
	(ii)	0	0	0	0	0	0	0
HOMI J KHARAS INTERIM VP & DIR, GLOBAL ECONOMY	(i)	291,816	3,000	3,459	33,000	3,752	335,027	0
	(ii)	0	0	0	0	0	0	0
CATHERINE A PIEZ CHIEF INVESTMENT OFFICER	(i)	315,183	5,000	6,378	33,000	23,704	383,265	0
	(ii)	0	0	0	0	0	0	0
DARRELL M WEST VP & DIR OF GOVERNANCE STUDIES	(i)	321,911	20,000	8,443	40,351	23,103	413,808	0
	(ii)	0	0	0	0	0	0	0
AMY LIU WITMER VP & DIR, METROPOLITAN POLICY PROGRA	(i)	303,050	15,000	5,268	36,825	872	361,015	0
	(ii)	0	0	0	0	0	0	0
JACQUELINE BASILE VP & CHIEF HUMAN RESOURCES OFFICER	(i)	250,103	17,200	645	30,012	873	298,833	0
	(ii)	0	0	0	0	0	0	0
KEMAL DERVIS SENIOR FELLOW (EFF 11/2017)	(i)	290,443	0	4,104	33,000	3,752	331,299	0
	(ii)	0	0	0	0	0	0	0
WILLIAM G GALE SR FELLOW & DIR, TAX POLICY CENTER	(i)	402,678	20,240	16,888	33,000	20,320	493,126	0
	(ii)	0	0	0	0	0	0	0
GREGORY MCGOVERN VP OF DEVELOPMENT (THRU 2/2019)	(i)	283,584	15,000	1,986	34,800	9,974	345,344	0
	(ii)	0	0	0	0	0	0	0
DAVID WESSEL SR FELLOW & DIRE, HUTCHINS CENTER	(i)	285,769	10,000	3,444	33,000	24,726	356,939	0
	(ii)	0	0	0	0	0	0	0
MARTIN S INDYK FORMER EXECUTIVE VP	(i)	261,804	0	4,570	32,295	19,611	318,280	0
	(ii)	0	0	0	0	0	0	0
N STROBE TALBOTT FORMER PRESIDENT, DIST FELLOW	(i)	293,104	0	705,521	33,000	25,753	1,057,378	699,100
	(ii)	0	0	0	0	0	0	0
BRUCE J KATZ FORMER CENTENNIAL SCHOLAR	(i)	77,278	0	158,695	9,709	8,428	254,110	0
	(ii)	0	0	0	0	0	0	0

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SCHEDULE M
(Form 990)

Department of the Treasury
Internal Revenue Service

Noncash Contributions

▶Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.
▶ Attach to Form 990.
▶Go to *www.irs.gov/Form990* for the latest information.

OMB No 1545-0047

2018

Open to Public Inspection

Name of the organization
THE BROOKINGS INSTITUTION

Employer identification number
53-0196577

Part I Types of Property

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art—Works of art				
2 Art—Historical treasures				
3 Art—Fractional interests				
4 Books and publications				
5 Clothing and household goods				
6 Cars and other vehicles				
7 Boats and planes				
8 Intellectual property				
9 Securities—Publicly traded	X	18	670,932	FMV
10 Securities—Closely held stock				
11 Securities—Partnership, LLC, or trust interests				
12 Securities—Miscellaneous				
13 Qualified conservation contribution—Historic structures				
14 Qualified conservation contribution—Other				
15 Real estate—Residential				
16 Real estate—Commercial				
17 Real estate—Other				
18 Collectibles				
19 Food inventory				
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other ▶ (TECHNOLOGY)	X	1	18,105	
26 Other ▶ ( )				
27 Other ▶ ( )				
28 Other ▶ ( )				

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement	29	

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

Part II Supplemental Information.

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

Return Reference	Explanation

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SCHEDULE O (Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

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

OMB No 1545-0047

2018

Open to Public Inspection

Name of the organization
THE BROOKINGS INSTITUTION

Employer identification number
53-0196577

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART III, LINE 1	THE BROOKINGS INSTITUTION (BROOKINGS) IS A NONPROFIT PUBLIC POLICY ORGANIZATION THAT CONDU CTS IN-DEPTH, INDEPENDENT RESEARCH WITH THE GOAL OF IMPROVING GOVERNANCE AND SOLVING PROBL EMS FACING SOCIETY AT THE LOCAL, NATIONAL AND GLOBAL LEVEL BROOKINGS ACHIEVES IMPACT BY P ROVIDING POLICY ANALYSIS AND RECOMMENDATIONS ON PRESSING POLICY CHALLENGES, WHICH ARE DISS EMINATED WHICH ARE DISSEMINATED THROUGH REPORTS, BOOKS, MEDIA APPEARANCES, OP-EDS, BLOG PO STS, CONGRESSIONAL TESTIMONY, PUBLIC AND PRIVATE EVENTS, AND OPINION PIECES POSTED ON BROO KINGS'S WEBSITE, AS WELL AS BRIEFINGS FOR POLICYMAKERS AND THEIR STAFFS HEADQUARTERED IN WASHINGTON, DC, BROOKINGS IS ORGANIZED INTO FIVE RESEARCH PROGRAMS THAT FOCUS ON DOMESTIC AND INTERNATIONAL ECONOMICS, FOREIGN POLICY, INTERNATIONAL DEVELOPMENT, GOVERNANCE, AND ME TROPOLITAN POLICY BROOKINGS HAS OVERSEAS CENTERS IN QATAR, CHINA AND INDIA

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART V, LINE 3B	HE BROOKINGS INSTITUTION IS AWAITING ADDITIONAL INFORMATION IN ORDER TO TIMELY FILE A COMP LETE AND ACCURATE FORM 990-T BY THE EXTENDED DEADLINE OF MAY 15, 2020 THE AMOUNT SHOWN AS NET UNRELATED BUSINESS TAXABLE INCOME ON LINE 7B OF PAGE 1 OF THE FORM 990 IS AN ESTIMATE BASED ON AVAILABLE INFORMATION

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION A, LINE 2	JOHN THORNTON AND BRIAN GREENSPUN - BUSINESS RELATIONSHIP

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION A, LINE 4	THE BROOKINGS BOARD OF TRUSTEES APPROVED AMENDED BYLAWS (ATTACHED) ON MARCH 1, 2019 THE C ORPORATE OFFICERS WERE APPROVED BY THE BOARD ON MARCH 1, 2019 THE BROOKINGS EXECUTIVE COM MITTEE CERTIFIED CORPORATE OFFICERS 4 9 2019 IN COORDINATION WITH BROOKINGS MANAGEMENT, WE HAVE DRAFTED AMENDMENTS TO THE BROOKINGS INSTITUTION'S BYLAWS THE PROPOSED AMENDMENTS IN CLUDE - AN UPDATED COMPOSITION OF THE EXECUTIVE COMMITTEE TO CONSIST OF THE FOLLOWING FID UCIARY TRUSTEES (SEE SECTION 6 04(A)) O THE BOARD CHAIR OR CO-CHAIRS, - THE VICE CHAIR(S) , - THE SECRETARY AND TREASURER, - THE IAC CHAIR OR CO-CHAIRS, - THE COMMITTEE CHAIRS, - T HE CHAIR OF EACH OF THE PLCS, AND - SPECIAL REPRESENTATIVES (OTHER TRUSTEES WITH SPECIFIC AREAS OF EXPERTISE) - AT THEIR DISCRETION, THE BOARD CO-CHAIRS MAY NOW ALSO APPOINT A DES IGNEE AS CHAIR OF THE COMPENSATION COMMITTEE (SEE SECTION 6 06) - ADDITIONAL CATEGORIES O F SERVICE HAVE BEEN EXEMPTED FROM COUNTING TOWARDS A TRUSTEE'S FIDUCIARY TERM ON THE BOARD , INCLUDING PARTIAL YEAR TERMS (STUB YEARS) AND SERVICE AS CHAIR OR VICE CHAIR OF THE IAC OR PLCS (SEE SECTION 5 03(B)) - THE ELECTION PROCESS HAS BEEN STANDARDIZED THROUGHOUT THE BYLAWS TO PROVIDE SUPPORT FROM THE CO-CHAIRS, NOMINATIONS AND GOVERNANCE COMMITTEE, THE E XECUTIVE COMMITTEE, AND THE FULL BOARD (SEE SECTIONS 6 01(D) AND 6 02(D)) THE QUORUM REQU IREMENTS BETWEEN COMMITTEES OF THE BOARD AND ADVISORY COMMITTEES HAVE ALSO BEEN STANDARDIZ ED (SEE SECTION 6 02(E)) - CLARIFICATION OF THE TITLE OF CHAIR EMERITUS (SEE SECTION 5 04 (C))

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 11B	THE EXECUTIVE COMMITTEE OF THE BOARD OF TRUSTEES HAS APPOINTED THE AUDIT COMMITTEE OF THE BOARD AS THE RESPONSIBLE BOARD PARTY FOR REVIEWING THE FORM 990 AND 990T EACH YEAR STARTIN G WITH THE FISCAL YEAR ENDED JUNE 30, 2009 ONCE THE FORM HAS BEEN COMPLETED IT IS REVIEWE D INTERNALLY BY THE PRESIDENT, THE CHIEF FINANCIAL OFFICER, THE GENERAL COUNSEL, AND OTHER MEMBERS OF THE SENIOR STAFF, ALONG WITH THE AUDIT COMMITTEE ONCE THOSE REVIEWS ARE COMPL ETED AND THE DOCUMENT HAS BEEN APPROVED, IT IS SENT TO ALL VOTING MEMBERS OF THE BOARD OF TRUSTEES BEFORE IT IS FILED WITH THE INTERNAL REVENUE SERVICE

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 12C	EACH YEAR, ALL BROOKINGS PERSONNEL AND CERTAIN AFFILIATES ARE REQUIRED TO COMPLETE A DISCL OSURE AND ACKNOWLEDGMENT FORM RELATED TO THE INSTITUTION'S CONFLICT OF INTEREST POLICY SP ECIFICALLY, ALL EMPLOYEES ARE REQUIRED TO - ACKNOWLEDGE THAT THEY HAVE READ, UNDERSTOOD, AND ARE COMMITTED TO ABIDING BY THE INSTITUTION'S CONFLICT OF INTEREST POLICY AS WELL AS C ERTAIN OTHER INSTITUTIONAL POLICIES, AND - MAKE CERTAIN DISCLOSURES ABOUT THEIR ACTIVITIES OUTSIDE OF WORK AND FINANCES TO HELP IDENTIFY POSSIBLE CONFLICTS OF INTEREST ALL FORMS A RE SUBMITTED TO THE OFFICE OF THE GENERAL COUNSEL, WHICH REVIEWS THEM AND HAS DISCRETION T O MAKE RECOMMENDATIONS OR RAISE CONCERNS WITH RELEVANT INDIVIDUALS AS APPROPRIATE THE BOA RD OF TRUSTEES IS REQUIRED TO COMPLETE AN ANNUAL QUESTIONNAIRE AND CONFLICT OF INTEREST AF FIRMATION THAT - CONFIRMS THEIR RECEIPT, UNDERSTANDING, AND COMPLIANCE WITH THE INSTITUTI ON'S POLICY STATEMENT ON TRUSTEE AND NON-TRUSTEE COMMITTEE MEMBER CONFLICT OF INTEREST AND THE INVESTMENT CONFLICT OF INTEREST POLICY, AMONG OTHER INSTITUTIONAL POLICIES, AND - DIS CLOSES RELEVANT INFORMATION ABOUT THEIR FAMILY AND BUSINESS RELATIONSHIPS, TRANSACTIONS AN D LOANS, AND OTHER RELEVANT RELATIONSHIPS WITH BROOKINGS ISSUES INVOLVING POTENTIAL OR AP PARENT CONFLICTS OF INTEREST AND QUESTIONS ABOUT THE SAME ARE RESOLVED BY THE GENERAL COUN SEL, IN CONSULTATION WITH OTHER MEMBERS OF SENIOR MANAGEMENT AS APPROPRIATE CONFLICT OF I NTEREST ISSUES INVOLVING TRUSTEES AS WELL AS OTHER CONFLICT OF INTEREST ISSUES, AS APPROPR IATE, ARE REFERRED TO THE AUDIT COMMITTEE THE GENERAL COUNSEL REGULARLY CONFERS WITH THE CHAIR OF THE AUDIT COMMITTEE REGARDING THE INSTITUTION'S CONFLICT OF INTEREST POLICY AND A NY CONFLICT OF INTEREST ISSUES

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION B, LINE 15	THE INSTITUTION'S BYLAWS PROVIDE FOR A COMPENSATION COMMITTEE CONSISTING OF NOT FEWER THAN FIVE TRUSTEES, INCLUDING THE CHAIR (OR CO-CHAIRS) OF THE BOARD OF TRUSTEES, VICE CHAIRS A ND AT LEAST THREE OTHER TRUSTEES WHO SHALL BE NOMINATED BY THE CHAIR (OR CO-CHAIRS) OF THE BOARD AND DETERMINED BY THE BOARD TO BE FREE OF ANY CONTRACTUAL OR OTHER RELATIONSHIPS TH AT WOULD PUT INTO QUESTION THE EXERCISE OF HIS OR HER INDEPENDENT JUDGMENT THE COMPENSATI ON COMMITTEE HAS THE AUTHORITY TO SET THE SALARY OF THE PRESIDENT AND SUCH OTHER OFFICERS, MANAGERS, OR EMPLOYEES AS THE EXECUTIVE COMMITTEE OR AUDIT COMMITTEE RECOMMENDS BE SET BY THE COMPENSATION COMMITTEE AND IN ACCORDANCE WITH ANY BOARD-ADOPTED COMPENSATION POLICY IN SETTING SUCH SALARIES, THE COMPENSATION COMMITTEE ASKS THE VICE PRESIDENT, CHIEF HUMAN RESOURCES OFFICER TO GATHER RELEVANT SALARY COMPARABILITY DATA AND RECORD COMMITTEE MINUTE S WHICH CLEARLY DOCUMENT THE COMMITTEE'S DECISIONS AND THE RATIONALE UNDERLYING SUCH DECIS IONS THE COMMITTEE USES AN OUTSIDE CONSULTANT TO ESTABLISH SALARY COMPARABLES AND TO DETE RMINE THE REASONABLENESS OF THE COMPENSATION RECEIVED BY ALL DISQUALIFIED PERSONNEL

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART VI, SECTION C, LINE 19	BROOKINGS' CONFLICT OF INTEREST POLICY AND OTHER KEY POLICIES ARE AVAILABLE ON OUR WEBSITE , BROOKINGS EDU BROOKINGS LINKS TO GUIDESTAR ORG FROM ITS WEBSITE TO PROVIDE THE FORM 990

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART IX, LINE 11G	CONTACTS/PROFESSIONAL SERVICES PROGRAM SERVICE EXPENSES 5,465,837 MANAGEMENT AND GENERAL EXPENSES 1,740,111 FUNDRAISING EXPENSES 99,371 TOTAL EXPENSES 7,305,319 QUALIFIED SUBC ONTACTS PROGRAM SERVICE EXPENSES 2,084,889 MANAGEMENT AND GENERAL EXPENSES 0 FUNDRAISIN G EXPENSES 0 TOTAL EXPENSES 2,084,889 TEMPORARY HELP PROGRAM SERVICE EXPENSES 550,944 MANAGEMENT AND GENERAL EXPENSES 150,638 FUNDRAISING EXPENSES 36,156 TOTAL EXPENSES 737,7 38

990 Schedule O, Supplemental Information

Return Reference	Explanation
FORM 990, PART XI, LINE 9	GAIN/(LOSS) ON FOREIGN CURRENCY EXCHANGE -94,578 EFFECT OF ADOPTION PROVISIONS SFAS NO 1 58 45,000 INDIA PRIVATE EXPENSES NOT INCLUDED IN FORM 990 4,973

SCHEDULE R (Form 990)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
▶ Attach to Form 990.
▶ Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No 1545-0047

2018

Open to Public Inspection

Name of the organization
THE BROOKINGS INSTITUTION

Employer identification number
53-0196577

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

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

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity? Yes	No
(1)BROOKINGS CENTER - DOHA PO BOX 22694 DOHA QA	ANALYSIS AND RESEARCH	QA			THE BROOKINGS INSTITUTION	Yes	

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) Disproprtionate allocations? Yes	(h) No	(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner? Yes	(j) No	(k) Percentage ownership

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	(i) No
(1)BROOKINGS INDIA PRIVATE LIMITED 1568 CHURCH ROAD KASHMERE GATE NEW DELHI 110006 IN	ANALYSIS AND RESEARCH	IN	THE BROOKINGS INSTITUTION	C			100 000 %	Yes	

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

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

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) Disproprtionate 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	

Part VII Supplemental Information

Provide additional information for responses to questions on Schedule R (see instructions)

Return Reference	Explanation