Form **990-PF**

Department of the Treasury
Internal Revenue Service

Return of Private Foundation

or Section 4947(a)(1) Trust Treated as Private Foundation

▶ **Do not enter social security numbers on this form as it may be made public.**
▶ **Go to www.irs.gov/Form990PF for instructions and the latest information.**

OMB No. 1545-0047

2021

Open to Public Inspection

For calendar year 2021, or tax year beginning 01-01-2021 , and ending 12-31-2021

Name of foundation
The Charles A Dana Foundation Incorporated

A Employer identification number
06-6036761

Number and street (or P.O. box number if mail is not delivered to street address) 1270 Avenue of the Americas STE 12t
Room/suite

B Telephone number (see instructions)
(212) 223-4040

City or town, state or province, country, and ZIP or foreign postal code
New York, NY 10020

C If exemption application is pending, check here ▶ ☐

G Check all that apply: ☐ Initial return ☐ Initial return of a former public charity
☐ Final return ☐ Amended return
☑ Address change ☐ Name change

D 1. Foreign organizations, check here............ ▶ ☐
2. Foreign organizations meeting the 85% test, check here and attach computation ... ▶ ☐

H Check type of organization: ☑ Section 501(c)(3) exempt private foundation
☐ Section 4947(a)(1) nonexempt charitable trust ☐ Other taxable private foundation

E If private foundation status was terminated under section 507(b)(1)(A), check here .... ▶ ☐

I Fair market value of all assets at end of year (from Part II, col. (c), *line 16*) ▶$ 279,707,393

J Accounting method: ☐ Cash ☑ Accrual
☐ Other (specify)
(Part I, column (d) must be on cash basis.)

F If the foundation is in a 60-month termination under section 507(b)(1)(B), check here .... ▶ ☐

Part I **Analysis of Revenue and Expenses** *(The total of amounts in columns (b), (c), and (d) may not necessarily equal the amounts in column (a) (see instructions).)*

			(a) Revenue and expenses per books	(b) Net investment income	(c) Adjusted net income	(d) Disbursements for charitable purposes (cash basis only)
Revenue	1	Contributions, gifts, grants, etc., received (attach schedule)				
	2	Check ▶ ☐ if the foundation is **not** required to attach Sch. B				
	3	Interest on savings and temporary cash investments				
	4	Dividends and interest from securities	429,986	842,913		
	5a	Gross rents				
	b	Net rental income or (loss)				
	6a	Net gain or (loss) from sale of assets not on line 10	6,912,243			
	b	Gross sales price for all assets on line 6a 29,574,557				
	7	Capital gain net income (from Part IV, line 2)		6,912,243		
	8	Net short-term capital gain				
	9	Income modifications				
	10a	Gross sales less returns and allowances				
	b	Less: Cost of goods sold				
	c	Gross profit or (loss) (attach schedule)				
	11	Other income (attach schedule)	18,080,272	19,599,547		
	12	**Total.** Add lines 1 through 11	25,422,501	27,354,703		
Operating and Administrative Expenses	13	Compensation of officers, directors, trustees, etc.	940,520	187,050		765,470
	14	Other employee salaries and wages	1,389,350	84,362		1,383,242
	15	Pension plans, employee benefits	829,818	78,875		770,475
	16a	Legal fees (attach schedule)	55,685	561		24,335
	b	Accounting fees (attach schedule)	61,357	24,543		36,814
	c	Other professional fees (attach schedule)	998,461	668,871		344,530
	17	Interest				
	18	Taxes (attach schedule) (see instructions)	407,989			
	19	Depreciation (attach schedule) and depletion	16,704	1,671		
	20	Occupancy	484,437	48,444		466,620
	21	Travel, conferences, and meetings	16,061			12,915
	22	Printing and publications	65,103			69,065
	23	Other expenses (attach schedule)	338,382	33,234		301,449
	24	**Total operating and administrative expenses.** Add lines 13 through 23	5,603,867	1,127,611		4,174,915
	25	Contributions, gifts, grants paid	4,456,602			5,229,497
	26	**Total expenses and disbursements.** Add lines 24 and 25	10,060,469	1,127,611		9,404,412
	27	Subtract line 26 from line 12:				
	a	**Excess of revenue over expenses and disbursements**	15,362,032			
	b	**Net investment income** (if negative, enter -0-)		26,227,092		
	c	**Adjusted net income** (if negative, enter -0-)				

Part II **Balance Sheets** Attached schedules and amounts in the description column should be for end-of-year amounts only. (See instructions.)

			Beginning of year	End of year	
			(a) Book Value	(b) Book Value	(c) Fair Market Value
Assets	1	Cash—non-interest-bearing	14,891,493	6,405,793	6,405,793
	2	Savings and temporary cash investments			
	3	Accounts receivable ▶ 1,229			
		Less: allowance for doubtful accounts ▶	5,692	1,229	1,229
	4	Pledges receivable ▶			
		Less: allowance for doubtful accounts ▶			
	5	Grants receivable			
	6	Receivables due from officers, directors, trustees, and other disqualified persons (attach schedule) (see instructions)			
	7	Other notes and loans receivable (attach schedule) ▶			
		Less: allowance for doubtful accounts ▶			
	8	Inventories for sale or use			
	9	Prepaid expenses and deferred charges			
	10a	Investments—U.S. and state government obligations (attach schedule)			
	b	Investments—corporate stock (attach schedule)	29,778,341	38,409,765	38,409,765
	c	Investments—corporate bonds (attach schedule)			
	11	Investments—land, buildings, and equipment: basis ▶ 410,438			
		Less: accumulated depreciation (attach schedule) ▶ 403,734	16,704		
	12	Investments—mortgage loans			
	13	Investments—other (attach schedule)	203,175,303	234,847,983	234,847,983
	14	Land, buildings, and equipment: basis ▶ 410,438			
		Less: accumulated depreciation (attach schedule) ▶			
	15	Other assets (describe ▶)	389,800	42,623	42,623
	16	**Total assets** (to be completed by all filers—see the instructions. Also, see page 1, item I)	248,257,333	279,707,393	279,707,393
Liabilities	17	Accounts payable and accrued expenses	273,083	326,520	
	18	Grants payable	2,183,001	1,410,106	
	19	Deferred revenue			
	20	Loans from officers, directors, trustees, and other disqualified persons			
	21	Mortgages and other notes payable (attach schedule)			
	22	Other liabilities (describe ▶)	4,391,718	4,532,445	
	23	**Total liabilities**(add lines 17 through 22)	6,847,802	6,269,071	
Net Assets or Fund Balances		**Foundations that follow FASB ASC 958, check here** ▶ ☑ **and complete lines 24, 25, 29 and 30.**			
	24	Net assets without donor restrictions	241,409,531	273,438,322	
	25	Net assets with donor restrictions			
		Foundations that do not follow FASB ASC 958, check here ▶ ☐ **and complete lines 26 through 30.**			
	26	Capital stock, trust principal, or current funds			
	27	Paid-in or capital surplus, or land, bldg., and equipment fund			
	28	Retained earnings, accumulated income, endowment, or other funds			
	29	**Total net assets or fund balances** (see instructions)	241,409,531	273,438,322	
	30	**Total liabilities and net assets/fund balances** (see instructions)	248,257,333	279,707,393	

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

1	Total net assets or fund balances at beginning of year—Part II, column (a), line 29 (must agree with end-of-year figure reported on prior year's return)	1	241,409,531
2	Enter amount from Part I, line 27a	2	15,362,032
3	Other increases not included in line 2 (itemize) ▶	3	16,891,759
4	Add lines 1, 2, and 3	4	273,663,322
5	Decreases not included in line 2 (itemize) ▶	5	225,000
6	Total net assets or fund balances at end of year (line 4 minus line 5)—Part II, column (b), line 29	6	273,438,322

Part IV Capital Gains and Losses for Tax on Investment Income

	(a) List and describe the kind(s) of property sold (e.g., real estate, 2-story brick warehouse; or common stock, 200 shs. MLC Co.)	(b) How acquired P—Purchase D—Donation	(c) Date acquired (mo., day, yr.)	(d) Date sold (mo., day, yr.)
1 a	King Street LLP Distribution	P	2008-06-30	2021-06-30
b	Eagle Acct-see attached ST	P		
c	Eagle Acct-see attached LT	P		
d	Gold	P	2012-06-30	2021-06-30
e	Cantillon LLP	P	2020-06-30	2021-08-11
	Adamas Opp LLP-Distribution	P	2001-06-30	2021-12-31
	Abbott IV LP Distribution	P	2001-06-30	2021-12-31
	MISC	P		
	Vanguard Total World ETF	P	2021-06-17	2021-11-22
	Vanguard ST Treasury	P	2021-01-11	2021-03-24
	Vanguard Interm Treasury	P	2019-06-30	2021-11-28

	(e) Gross sales price	(f) Depreciation allowed (or allowable)	(g) Cost or other basis plus expense of sale	(h) Gain or (loss) (e) plus (f) minus (g)
a	614,214			614,214
b	2,143,976		1,898,532	245,444
c	8,398,417		3,666,561	4,731,856
d	2,040,365		1,758,606	281,759
e	2,004,000		1,506,235	497,765
	14,487			14,487
	343,259			343,259
	14,979			14,979
	6,500,860		6,264,843	236,017
	4,500,000		4,493,335	6,665
	3,000,000		3,074,202	-74,202

	Complete only for assets showing gain in column (h) and owned by the foundation on 12/31/69			(l) Gains (Col. (h) gain minus col. (k), but not less than -0-) **or** Losses (from col.(h))
	(i) F.M.V. as of 12/31/69	(j) Adjusted basis as of 12/31/69	(k) Excess of col. (i) over col. (j), if any	
a				614,214
b				245,444
c				4,731,856
d				281,759
e				497,765
				14,487
				343,259
				14,979
				236,017
				6,665
				-74,202

2 Capital gain net income or (net capital loss) { If gain, also enter in Part I, line 7; If (loss), enter -0- in Part I, line 7 } **2** 6,912,243

3 Net short-term capital gain or (loss) as defined in sections 1222(5) and (6):
If gain, also enter in Part I, line 8, column (c) (see instructions). If (loss), enter -0- in Part I, line 8 . . . . **3** 242,682

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

1a	Exempt operating foundations described in section 4940(d)(2), check here ▶ ☐ and enter "N/A" on line 1. Bracket for line 1a		
	Date of ruling or determination letter: _________ **(attach copy of letter if necessary–see instructions)**		
b	All other domestic foundations enter 1.39% (0.0139) of line 27b. Exempt foreign organizations enter 4% (0.04) of Part I, line 12, col. (b)		
2	Tax under section 511 (domestic section 4947(a)(1) trusts and taxable foundations only. Others enter -0-)	2	
3	Add lines 1 and 2	3	364,557
4	Subtitle A (income) tax (domestic section 4947(a)(1) trusts and taxable foundations only. Others enter -0-)	4	
5	**Tax based on investment income.** Subtract line 4 from line 3. If zero or less, enter -0-	5	364,557
6	Credits/Payments:		
a	2021 estimated tax payments and 2020 overpayment credited to 2021	6a	311,235
b	Exempt foreign organizations—tax withheld at source	6b	
c	Tax paid with application for extension of time to file (Form 8868)	6c	175,000
d	Backup withholding erroneously withheld	6d	
7	Total credits and payments. Add lines 6a through 6d	7	486,235
8	Enter any **penalty** for underpayment of estimated tax. Check here ☐ if Form 2220 is attached.	8	
9	**Tax due.** If the total of lines 5 and 8 is more than line 7, enter **amount owed** ▶	9	
10	**Overpayment.** If line 7 is more than the total of lines 5 and 8, enter the **amount overpaid** ▶	10	121,678
11	Enter the amount of line 10 to be: **Credited to 2022 estimated tax** ▶ 121,678 **Refunded** ▶	11	

Part VI-A **Statements Regarding Activities**

			Yes	No
1a	During the tax year, did the foundation attempt to influence any national, state, or local legislation or did it participate or intervene in any political campaign?	1a		No
b	Did it spend more than $100 during the year (either directly or indirectly) for political purposes? See the instructions for the definition.	1b		No
	*If the answer is "Yes" to **1a** or **1b,** attach a detailed description of the activities and copies of any materials published or distributed by the foundation in connection with the activities.*			
c	Did the foundation file **Form 1120-POL** for this year?	1c		No
d	Enter the amount (if any) of tax on political expenditures (section 4955) imposed during the year: **(1)** On the foundation. ▶ $ ________ **(2)** On foundation managers. ▶ $ ________			
e	Enter the reimbursement (if any) paid by the foundation during the year for political expenditure tax imposed on foundation managers. ▶ $ ________			
2	Has the foundation engaged in any activities that have not previously been reported to the IRS? *If "Yes," attach a detailed description of the activities.*	2		No
3	Has the foundation made any changes, not previously reported to the IRS, in its governing instrument, articles of incorporation, or bylaws, or other similar instruments? *If "Yes," attach a conformed copy of the changes*	3		No
4a	Did the foundation have unrelated business gross income of $1,000 or more during the year?	4a	Yes	
b	If "Yes," has it filed a tax return on **Form 990-T** for this year?	4b	Yes	
5	Was there a liquidation, termination, dissolution, or substantial contraction during the year? *If "Yes," attach the statement required by General Instruction T.*	5		No
6	Are the requirements of section 508(e) (relating to sections 4941 through 4945) satisfied either: • By language in the governing instrument, or • By state legislation that effectively amends the governing instrument so that no mandatory directions that conflict with the state law remain in the governing instrument?	6	Yes	
7	Did the foundation have at least $5,000 in assets at any time during the year? *If "Yes," complete Part II, col. (c), and Part XIV.*	7	Yes	
8a	Enter the states to which the foundation reports or with which it is registered (see instructions) ▶ CT, MD, NY			
b	If the answer is "Yes" to line 7, has the foundation furnished a copy of Form 990-PF to the Attorney General (or designate) of each state as required by General Instruction G? *If "No," attach explanation*	8b	Yes	
9	Is the foundation claiming status as a private operating foundation within the meaning of section 4942(j)(3) or 4942(j)(5) for calendar year 2021 or the taxable year beginning in 2021? See the instructions for Part XIII. If "Yes," complete Part XIII	9		No
10	Did any persons become substantial contributors during the tax year? *If "Yes," attach a schedule listing their names and addresses.*	10		No

Part VI-A Statements Regarding Activities (continued)

			Yes	No
11	At any time during the year, did the foundation, directly or indirectly, own a controlled entity within the meaning of section 512(b)(13)? If "Yes," attach schedule. See instructions.	11	Yes	
12	Did the foundation make a distribution to a donor advised fund over which the foundation or a disqualified person had advisory privileges? If "Yes," attach statement. See instructions	12		No
13	Did the foundation comply with the public inspection requirements for its annual returns and exemption application?	13	Yes	

Website address ▶www.dana.org

14 The books are in care of ▶Geraldine Amera Telephone no. ▶(212) 223-4040

Located at ▶1270 Avenue of the Amer 12th Fl New York NY ZIP+4 ▶10020

15 Section 4947(a)(1) nonexempt charitable trusts filing Form 990-PF in lieu of **Form 1041** —check here ▶ ☐
and enter the amount of tax-exempt interest received or accrued during the year ▶ | 15 |

			Yes	No
16	At any time during calendar year 2021, did the foundation have an interest in or a signature or other authority over a bank, securities, or other financial account in a foreign country?	16		No
	See the instructions for exceptions and filing requirements for FinCEN Form 114. If "Yes", enter the name of the foreign			

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

			Yes	No
	File Form 4720 if any item is checked in the "Yes" column, unless an exception applies.		Yes	No
1a	During the year did the foundation (either directly or indirectly):			
	(1) Engage in the sale or exchange, or leasing of property with a disqualified person?	1a(1)		No
	(2) Borrow money from, lend money to, or otherwise extend credit to (or accept it from) a disqualified person?	1a(2)		No
	(3) Furnish goods, services, or facilities to (or accept them from) a disqualified person?	1a(3)	Yes	
	(4) Pay compensation to, or pay or reimburse the expenses of, a disqualified person?	1a(4)	Yes	
	(5) Transfer any income or assets to a disqualified person (or make any of either available for the benefit or use of a disqualified person)?	1a(5)		No
	(6) Agree to pay money or property to a government official? (**Exception.** Check "No" if the foundation agreed to make a grant to or to employ the official for a period after termination of government service, if terminating within 90 days.)	1a(6)		No
b	If any answer is "Yes" to 1a(1)–(6), did **any** of the acts fail to qualify under the exceptions described in Regulations section 53.4941(d)-3 or in a current notice regarding disaster assistance? See instructions	1b		No
c	Organizations relying on a current notice regarding disaster assistance check here. ▶ ☐			
d	Did the foundation engage in a prior year in any of the acts described in 1a, other than excepted acts, that were not corrected before the first day of the tax year beginning in 2021?	1d		No
2	Taxes on failure to distribute income (section 4942) (does not apply for years the foundation was a private operating foundation defined in section 4942(j)(3) or 4942(j)(5)):			
a	At the end of tax year 2021, did the foundation have any undistributed income (lines 6d and 6e, Part XII) for tax year(s) beginning before 2021?	2a		No
	If "Yes," list the years ▶ 20___, 20___, 20___, 20___			
b	Are there any years listed in 2a for which the foundation is **not** applying the provisions of section 4942(a)(2) (relating to incorrect valuation of assets) to the year's undistributed income? (If applying section 4942(a)(2) to **all** years listed, answer "No" and attach statement—see instructions.)	2b		
c	If the provisions of section 4942(a)(2) are being applied to **any** of the years listed in 2a, list the years here. ▶ 20___, 20___, 20___, 20___			
3a	Did the foundation hold more than a 2% direct or indirect interest in any business enterprise at any time during the year?	3a		No
b	If "Yes," did it have excess business holdings in 2021 as a result of **(1)** any purchase by the foundation or disqualified persons after May 26, 1969; **(2)** the lapse of the 5-year period (or longer period approved by the Commissioner under section 4943(c)(7)) to dispose of holdings acquired by gift or bequest; or **(3)** the lapse of the 10-, 15-, or 20-year first phase holding period? *(Use Schedule C, Form 4720, to determine if the foundation had excess business holdings in 2021.)*	3b		
4a	Did the foundation invest during the year any amount in a manner that would jeopardize its charitable purposes?	4a		No
b	Did the foundation make any investment in a prior year (but after December 31, 1969) that could jeopardize its charitable purpose that had not been removed from jeopardy before the first day of the tax year beginning in 2021?	4b		No

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

			Yes	No
5a	During the year did the foundation pay or incur any amount to:			
	(1) Carry on propaganda, or otherwise attempt to influence legislation (section 4945(e))?	5a(1)		No
	(2) Influence the outcome of any specific public election (see section 4955); or to carry on, directly or indirectly, any voter registration drive?	5a(2)		No
	(3) Provide a grant to an individual for travel, study, or other similar purposes?	5a(3)		No
	(4) Provide a grant to an organization other than a charitable, etc., organization described in section 4945(d)(4)(A)? See instructions	5a(4)	Yes	
	(5) Provide for any purpose other than religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals?	5a(5)		No
b	If any answer is "Yes" to 5a(1)–(5), did **any** of the transactions fail to qualify under the exceptions described in Regulations section 53.4945 or in a current notice regarding disaster assistance? See instructions	5b		No
c	Organizations relying on a current notice regarding disaster assistance check here ▶ ☐			
d	If the answer is "Yes" to question 5a(4), does the foundation claim exemption from the tax because it maintained expenditure responsibility for the grant?	5d	Yes	
	If "Yes," attach the statement required by Regulations section 53.4945–5(d).			
6a	Did the foundation, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	6a		No
b	Did the foundation, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	6b		No
	If "Yes" to 6b, file Form 8870.			
7a	At any time during the tax year, was the foundation a party to a prohibited tax shelter transaction?	7a		No
b	If "Yes", did the foundation receive any proceeds or have any net income attributable to the transaction?	7b		
8	Is the foundation subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment during the year?	8		No

Part VII Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors

1 List all officers, directors, trustees, foundation managers and their compensation. See instructions

(a) Name and address	**(b)** Title, and average hours per week devoted to position	**(c)** Compensation **(If not paid, enter -0-)**	**(d)** Contributions to employee benefit plans and deferred compensation	**(e)** Expense account, other allowances
Steven E Hyman 1270 Ave of the Amer 12th Fl New York, NY 10020	Chairman 002.00	6,000		
Caroline Montojo 1270 Ave of the Amer 12th Fl New York, NY 10020	President 026.00	394,453	73,037	
Barbara E Gill 1270 Ave of the Amer 12th Fl New York, NY 10020	Retired 000.00	33,551	5,961	
Charles A Dana III 1270 Ave of the Amer 12th Fl New York, NY 10020	Director 002.00	6,000		
Edward Bleier 1270 Ave of the Amer 12th Fl New York, NY 10020	Director 002.00	6,000		
Wallace Cook 1270 Ave of the Amer 12th Fl New York, NY 10020	Secretary Director 002.00	6,000		
Hildegarde Mahoney 1270 Ave of the Amer 12th Fl New York, NY 10020	Director 002.00	6,000		
Ann McLaughlin Korologus 1270 Ave of the Amer 12th Fl New York, NY 10020	Director 002.00	6,000		
Herbert J Siegel 1270 Ave of the Amer 12th Fl New York, NY 10020	Director Retired 000.00	1,500		
Peter Nadosy 1270 Ave of the Amer 12th Fl New York, NY 10020	Director 002.00	6,000		
Burton Mirsky 1270 Ave of the Amer 12th Fl New York, NY 10020	President Emeritus 026.00	469,016	74,347	

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

(a) Name and address of each employee paid more than $50,000	**(b)** Title, and average hours per week devoted to position	**(c)** Compensation	**(d)** Contributions to employee benefit plans and deferred compensation	**(e)** Expense account, other allowances
Carolyn Asbury 1270 Ave of the Amer 12th Fl New York, NY 10020	Retired 035.00	112,000	25,856	
James Rutt 1270 Ave of the Amer 12th Fl New York, NY 10020	CIO 024.00	208,930	85,545	
Mary Lucas 1270 Ave of the Amer 12th Fl New York, NY 10020	Grants Mgr 024.00	122,800	47,286	
Steven Protass 1270 Ave of the Amer 12th Fl New York, NY 10020	Finc Analyst 024.00	99,900	50,111	
Bill Glovin 1270 Ave of the Amer 12th Fl New York, NY 10020	Exec Editors 032.00	101,579	54,671	

Total number of other employees paid over $50,000 ▶ 8

Part VII **Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors *(continued)***

3 Five highest-paid independent contractors for professional services (see instructions). If none, enter "NONE".

(a) Name and address of each person paid more than $50,000	**(b)** Type of service	**(c)** Compensation
Cambridge Assoc 125 High Street Boston, M A 021102112	Investment Advice	470,408
Eagle Management Advisors 700 Commodore Court Unit 2728 Philadelphia, P A 19146	Investment Management	169,546
Spencer Stuart 272 Park Ave 32nd Fl N Y, N Y 10172	Personnel Search	98,630

Total number of others receiving over $50,000 for professional services. . . . . ▶

Part VIII- Summary of Direct Charitable Activities

List the foundation's four largest direct charitable activities during the tax year. Include relevant statistical information such as the number of organizations and other beneficiaries served, conferences convened, research papers produced, etc.	Expenses
1 GRANTS ADMININISTRATION (see attached statement)	1,588,652
2 OUTREACH (see attached statement)	1,189,235
3 COMMUNICATION (see attached statement)	1,397,028
4	

Part VIII- Summary of Program-Related Investments (see instructions)

Describe the two largest program-related investments made by the foundation during the tax year on lines 1 and 2.	Amount
1 None	
2	
All other program-related investments. See instructions.	
3	
Total. Add lines 1 through 3 . . . . ▶	

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

1	Fair market value of assets not used (or held for use) directly in carrying out charitable, etc., purposes:		
a	Average monthly fair market value of securities	1a	41,233,768
b	Average of monthly cash balances	1b	7,620,000
c	Fair market value of all other assets (see instructions)	1c	212,627,586
d	**Total** (add lines 1a, b, and c)	1d	261,481,354
e	Reduction claimed for blockage or other factors reported on lines 1a and 1c (attach detailed explanation) — 1e		
2	Acquisition indebtedness applicable to line 1 assets	2	
3	Subtract line 2 from line 1d	3	261,481,354
4	Cash deemed held for charitable activities. Enter 1.5% (0.015) of line 3 (for greater amount, see instructions)	4	3,922,220
5	**Net value of noncharitable-use assets.** Subtract line 4 from line 3	5	257,559,134
6	**Minimum investment return.** Enter 5% (0.05) of line 5	6	12,877,957

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

1	Minimum investment return from Part IX, line 6			1	12,877,957
2a	Tax on investment income for 2021 from Part V, line 5	2a	364,557		
b	Income tax for 2021. (This does not include the tax from Part V.)	2b			
c	Add lines 2a and 2b			2c	364,557
3	Distributable amount before adjustments. Subtract line 2c from line 1			3	12,513,400
4	Recoveries of amounts treated as qualifying distributions			4	
5	Add lines 3 and 4			5	12,513,400
6	Deduction from distributable amount (see instructions)			6	
7	**Distributable amount** as adjusted. Subtract line 6 from line 5. Enter here and on Part XII, line 1			7	12,513,400

Part XI Qualifying Distributions (see instructions)

1	Amounts paid (including administrative expenses) to accomplish charitable, etc., purposes:		
a	Expenses, contributions, gifts, etc.—total from Part I, column (d), line 26	1a	
b	Program-related investments—total from Part VIII-B	1b	
2	Amounts paid to acquire assets used (or held for use) directly in carrying out charitable, etc., purposes	2	
3	Amounts set aside for specific charitable projects that satisfy the:		
a	Suitability test (prior IRS approval required)	3a	
b	Cash distribution test (attach the required schedule)	3b	
4	**Qualifying distributions.** Add lines 1a through 3b. Enter here and on Part XII, line 4	4	

Part XII Undistributed Income (see instructions)

	(a) Corpus	(b) Years prior to 2020	(c) 2020	(d) 2021
1 Distributable amount for 2021 from Part X, line 7				12,513,400
2 Undistributed income, if any, as of the end of 2021:				
a Enter amount for 2020 only.				
b Total for prior years: 20___ , 20___ , 20___				
3 Excess distributions carryover, if any, to 2021:				
a From 2016. 2,405,195				
b From 2017. 1,937,388				
c From 2018. 2,923,051				
d From 2019. 792,285				
e From 2020.				
f **Total** of lines 3a through e	8,057,919			
4 Qualifying distributions for 2021 from Part XI, line 4: ▶ $ 9,404,412				
a Applied to 2020, but not more than line 2a				
b Applied to undistributed income of prior years (Election required—see instructions).				
c Treated as distributions out of corpus (Election required—see instructions).				
d Applied to 2021 distributable amount				9,404,412
e Remaining amount distributed out of corpus				
5 Excess distributions carryover applied to 2021.	3,108,988			3,108,988
(If an amount appears in column (d), the same amount must be shown in column (a).)				
6 **Enter the net total of each column as indicated below:**				
a Corpus. Add lines 3f, 4c, and 4e. Subtract line 5	4,948,931			
b Prior years' undistributed income. Subtract line 4b from line 2b				
c Enter the amount of prior years' undistributed income for which a notice of deficiency has been issued, or on which the section 4942(a) tax has been previously assessed				
d Subtract line 6c from line 6b. Taxable amount —see instructions				
e Undistributed income for 2019. Subtract line 4a from line 2a. Taxable amount—see instructions				
f Undistributed income for 2021. Subtract lines 4d and 5 from line 1. This amount must be distributed in 2022				0
7 Amounts treated as distributions out of corpus to satisfy requirements imposed by section 170(b)(1)(F) or 4942(g)(3) (Election may be required - see instructions)				
8 Excess distributions carryover from 2016 not applied on line 5 or line 7 (see instructions) . . .				
9 **Excess distributions carryover to 2022.** Subtract lines 7 and 8 from line 6a	4,948,931			
10 Analysis of line 9:				
a Excess from 2017 1,233,595				
b Excess from 2018 2,923,051				
c Excess from 2019. . . . 792,285				
d Excess from 2020				
e Excess from 2021				

Part XIII **Private Operating Foundations** (see instructions and Part VI-A, question 9)

1a If the foundation has received a ruling or determination letter that it is a private operating foundation, and the ruling is effective for 2021, enter the date of the ruling

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

	Tax year	Prior 3 years			(e) Total
	(a) 2021	**(b)** 2020	**(c)** 2019	**(d)** 2018	
2a Enter the lesser of the adjusted net income from Part I or the minimum investment return from Part X for each year listed					
b 85% (0.85) of line 2a					
c Qualifying distributions from Part XI, line 4 for each year listed					
d Amounts included in line 2c not used directly for active conduct of exempt activities					
e Qualifying distributions made directly for active conduct of exempt activities. Subtract line 2d from line 2c					
3 Complete 3a, b, or c for the alternative test relied upon: **a** "Assets" alternative test—enter: **(1)** Value of all assets					
(2) Value of assets qualifying under section 4942(j)(3)(B)(i)					
b "Endowment" alternative test— enter 2/3 of minimum investment return shown in Part IX, line 6 for each year listed					
c "Support" alternative test—enter: **(1)** Total support other than gross investment income (interest, dividends, rents, payments on securities loans (section 512(a)(5)), or royalties)					
(2) Support from general public and 5 or more exempt organizations as provided in section 4942(j)(3)(B)(iii)					
(3) Largest amount of support from an exempt organization					
(4) Gross investment income					

Part **Supplementary Information (Complete this part only if the foundation had $5,000 or more in assets at any time during the year—see instructions.)**

1 **Information Regarding Foundation Managers:**

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

None

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

None

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

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

a The name, address, and telephone number or e-mail address of the person to whom applications should be addressed:

Celina Sooksatan
1270 Avenue of the Americas
New York, NY 10020
(212) 223-4040
csooksatandana.org

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

A letter, fully describing the proposed request, including the proposed funding.

c Any submission deadlines:

None

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

Grants are generally made under the Fndns neuroscience and society programs and Director grant rules. Recipients must be qualified orgs under the US tax laws.

Part XIV Supplementary Information (continued)

3 Grants and Contributions Paid During the Year or Approved for Future Payment

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
a *Paid during the year*				
See Attached Schedule 1270 ave of americas nyc,N Y 10020			research	4,456,602
Total . . . . ▶ **3a**				4,456,602
b *Approved for future payment*				
Total . . . . ▶ **3b**				

Part XV-A Analysis of Income-Producing Activities

Enter gross amounts unless otherwise indicated.	Unrelated business income (a) Business code	Unrelated business income (b) Amount	Excluded by section 512, 513, or 514 (c) Exclusion code	Excluded by section 512, 513, or 514 (d) Amount	(e) Related or exempt function income (See instructions.)
1 Program service revenue:					
a					
b					
c					
d					
e					
f					
g Fees and contracts from government agencies					
2 Membership dues and assessments					
3 Interest on savings and temporary cash investments					
4 Dividends and interest from securities					
5 Net rental income or (loss) from real estate:					
a Debt-financed property.					
b Not debt-financed property.					
6 Net rental income or (loss) from personal property					
7 Other investment income					
8 Gain or (loss) from sales of assets other than inventory				6,912,243	
9 Net income or (loss) from special events:					
10 Gross profit or (loss) from sales of inventory					
11 Other revenue:					
a Partnership Investments				18,080,272	
b					
c					
d					
e					
12 Subtotal. Add columns (b), (d), and (e) . .				25,422,501	

13 Total. Add line 12, columns (b), (d), and (e). **13** 25,422,501

(See worksheet in line 13 instructions to verify calculations.)

Part XV-B Relationship of Activities to the Accomplishment of Exempt Purposes

Line No. ▼	Explain below how each activity for which income is reported in column (e) of Part XV-A contributed importantly to the accomplishment of the foundation's exempt purposes (other than by providing funds for such purposes). (See instructions.)

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

		Yes	No
1 Did the organization directly or indirectly engage in any of the following with any other organization described in section 501(c) (other than section 501(c)(3) organizations) or in section 527, relating to political organizations?			
a Transfers from the reporting foundation to a noncharitable exempt organization of:			
(1) Cash.	**1a(1)**		**No**
(2) Other assets.	**1a(2)**		**No**
b Other transactions:			
(1) Sales of assets to a noncharitable exempt organization.	**1b(1)**		**No**
(2) Purchases of assets from a noncharitable exempt organization	**1b(2)**		**No**
(3) Rental of facilities, equipment, or other assets.	**1b(3)**		**No**
(4) Reimbursement arrangements.	**1b(4)**		**No**
(5) Loans or loan guarantees.	**1b(5)**		**No**
(6) Performance of services or membership or fundraising solicitations.	**1b(6)**		**No**
c Sharing of facilities, equipment, mailing lists, other assets, or paid employees.	**1c**		**No**

d If the answer to any of the above is "Yes," complete the following schedule. Column **(b)** should always show the fair market value of the goods, other assets, or services given by the reporting foundation. If the foundation received less than fair market value in any transaction or sharing arrangement, show in column **(d)** the value of the goods, other assets, or services received.

(a) Line No.	**(b)** Amount involved	**(c)** Name of noncharitable exempt organization	**(d)** Description of transfers, transactions, and sharing arrangements

2a Is the foundation directly or indirectly affiliated with, or related to, one or more tax-exempt organizations described in section 501(c) (other than section 501(c)(3)) or in section 527? ☐ Yes ☑ No

b If "Yes," complete the following schedule.

(a) Name of organization	**(b)** Type of organization	**(c)** Description of relationship

Sign Here

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

Signature of officer or trustee	Date: 2022-10-27	Title

May the IRS discuss this return with the preparer shown below? See instructions. ☐ Yes ☑ No

Paid Preparer Use Only

Print/Type preparer's name	Preparer's Signature	Date	Check if self-employed ▶ ☐	PTIN
Steven Protass		2022-10-27		
Firm's name ▶				Firm's EIN ▶
Firm's address ▶				Phone no.

Additional Data

Return to Form

Software ID:	21013554
Software Version:	21.0.5.0
Part VI Line 7 - Tax Paid with the Original Return:	486,235

Form 990PF - Special Condition Description:

Special Condition Description

TY 2021 IRS 990 e-File Render

Name: The Charles A Dana Foundation Incorporated

EIN: 06-6036761

Software ID: 21013554

Software Version: 21.0.5.0

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
OConnor Davies et al	57,392	24,543		32,849
Preferred Pension	3,965			3,965

TY 2021 IRS 990 e-File Render

Name:	The Charles A Dana Foundation Incorporated
EIN:	06-6036761
Software ID:	21013554
Software Version:	21.0.5.0
Election:	The Dana Foundation hereby elects under Reg Sec 53-4942a-3d2 to apply the undistributed income of 2,405,195 from 2016 and 703,793 from 2017.

Note: To capture the full content of this document, please select landscape mode (11" x 8.5") when printing.

TY 2021 IRS 990 e-File Render

Name: The Charles A Dana Foundation Incorporated

EIN: 06-6036761

Software ID: 21013554

Software Version: 21.0.5.0

Description of Property	Date Acquired	Cost or Other Basis	Prior Years' Depreciation	Computation Method	Rate / Life (# of years)	Current Year's Depreciation Expense	Net Investment Income	Adjusted Net Income	Cost of Goods Sold Not Included
Leasehold Improvements NYO	2010-01-01	410,438	393,734	various	0000000010.000000000000	16,704	1,671		

TY 2021 IRS 990 e-File Render

Name: The Charles A Dana Foundation Incorporated

EIN: 06-6036761

Software ID: 21013554

Software Version: 21.0.5.0

Name of Stock	End of Year Book Value	End of Year Fair Market Value
Eagle Acct Equities	14,229,555	14,229,555
Vanguard Inter Term Treasury Fund	7,124,343	7,124,343
Vanguard Short Term Treasury Fund	12,613,315	12,613,315
Vanguard EFT	4,442,552	4,442,552

TY 2021 IRS 990 e-File Render

Name: The Charles A Dana Foundation Incorporated

EIN: 06-6036761

Software ID: 21013554

Software Version: 21.0.5.0

Category/ Item	Cost/Other Basis	Accumulated Depreciation	Book Value	End of Year Fair Market Value
Leasehold Improvements	410,438	403,734		

TY 2021 IRS 990 e-File Render

Name: The Charles A Dana Foundation Incorporated

EIN: 06-6036761

Software ID: 21013554

Software Version: 21.0.5.0

Category/ Item	Listed at Cost or FMV	Book Value	End of Year Fair Market Value
Adage Capital	FMV	53,749,212	53,749,212
Davidson Kempner	FMV	14,596,772	14,596,772
King Street Capital	FMV	1,107,192	1,107,192
Adamas Opportunities	FMV	312,437	312,437
Adamas Partners	FMV	340,959	340,959
Silchester	FMV	7,229,081	7,229,081
1607 Capital Partners	FMV	9,952,159	9,952,159
Abbott Capital Fund IV	FMV	122,562	122,562
Abbott Capital Fund V	FMV	214,587	214,587
Abbott Capital Fund VI	FMV	2,594,352	2,594,352
Commonfund PE VI	FMV	427,039	427,039
Commonfund PEVII	FMV	2,420,838	2,420,838
Commonfund Intl Ptrs VI	FMV	1,111,902	1,111,902
Commonfund Venture Ptrs VIII	FMV	3,399,260	3,399,260
Knightsbridge VC	FMV	2,600,940	2,600,940
Cantillon Global	FMV	11,880,039	11,880,039
Whale Rock Long Opp	FMV	5,383,057	5,383,057
Overlook Ptrs Fund	FMV	5,317,738	5,317,738
Diameter Offshore	FMV	6,468,372	6,468,372
Viking Global Opp	FMV	10,572,066	10,572,066
Rennaissance Ridge	FMV	5,451,110	5,451,110
TIFF Ptrs III	FMV	57,557	57,557
TIFF Ptrs IV	FMV	19,221	19,221
Aberdeen Real Assets	FMV	300,467	300,467
Commonfund NR IX	FMV	2,082,757	2,082,757
Dover Street IX	FMV	1,578,707	1,578,707
Dover Street X	FMV	1,085,358	1,085,358
Encap Flatrock Midstream V	FMV	263,553	263,553
Truebridge Cap V	FMV	6,949,305	6,949,305
Truebridge Cap VI	FMV	3,097,086	3,097,086
Kline Hill Ptrs II	FMV	1,094,100	1,094,100
Kline Hill Ptrs III	FMV	1,181,006	1,181,006
Kline Hill Ptrs Opp Fund III	FMV	376,181	376,181
Qiming VC	FMV	1,622,388	1,622,388
CA Resources-KPS Ptrs	FMV	1,505,263	1,505,263
Rubicon Tech Ptrs III	FMV	2,413,895	2,413,895
Lead Edge Cap V	FMV	1,126,965	1,126,965
Moonrise China Ptrs II	FMV	672,250	672,250
Warburg Pincus Global Growth	FMV	3,739,164	3,739,164
Warburg Pincus Global Growth Europa	FMV	3,834,602	3,834,602
Warburg Pincus Global Growth EP 2	FMV	219,956	219,956

Category/ Item	Listed at Cost or FMV	Book Value	End of Year Fair Market Value
Himilaya Cap	FMV	6,302,607	6,302,607
Doddington Emerg Mkts	FMV	7,156,841	7,156,841
Arrowstreet ACWI	FMV	9,416,698	9,416,698
Elliot Fund	FMV	4,140,182	4,140,182
Gold Bullion	FMV	11,627,582	11,627,582
Blacl Light Power	FMV	17,844	17,844
Truebridge Capital VII	FMV	131,835	131,835
Rock Spring Capital Master Fund LP	FMV	6,250,137	6,250,137
Aspex Global Fund-Class B	FMV	4,458,714	4,458,714
ITE Rail	FMV	4,445,334	4,445,334
Accolade Blockchain II Feeder	FMV	174,196	174,196
Luminate Capital Ptrs III-A LP	FMV	599,511	599,511
One River Bitcoin	FMV	1,655,047	1,655,047

TY 2021 IRS 990 e-File Render

Name: The Charles A Dana Foundation Incorporated

EIN: 06-6036761

Software ID: 21013554

Software Version: 21.0.5.0

Category / Item	Cost / Other Basis	Accumulated Depreciation	Book Value	End of Year Fair Market Value
Leasehold Improvements	410,438			

TY 2021 IRS 990 e-File Render

Name: The Charles A Dana Foundation Incorporated

EIN: 06-6036761

Software ID: 21013554

Software Version: 21.0.5.0

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
Epstein Becker, Green	20,618			20,618
CT Corp	1,434			1,434
Robinson Cole	5,618	561		5,057
Groom Law Group	28,015			28,015
Cash to Accrual Adj				-30,789

TY 2021 IRS 990 e-File Render

Name: The Charles A Dana Foundation Incorporated

EIN: 06-6036761

Software ID: 21013554

Software Version: 21.0.5.0

Description	Beginning of Year - Book Value	End of Year - Book Value	End of Year - Fair Market Value
Prepaid Expenses	84,464	11,152	11,152
Security Deposits	198,872	31,471	31,471
Prepaid Taxes	106,464		

TY 2021 IRS 990 e-File Render

Name: The Charles A Dana Foundation Incorporated

EIN: 06-6036761

Software ID: 21013554

Software Version: 21.0.5.0

Description	Amount
Change in Deferred Excise Taxes	225,000

TY 2021 IRS 990 e-File Render

Name: The Charles A Dana Foundation Incorporated

EIN: 06-6036761

Software ID: 21013554

Software Version: 21.0.5.0

Description	Revenue and Expenses per Books	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
Insurance	83,824	8,382		75,442
Computers	132,060	13,206		118,854
Dues/Subscription	3,480			3,480
Copiers	19,750	1,975		17,775
Prof Devel	4,913	491		4,422
Office Expense	5,759	576		5,183
Miscellaneous	8,640	864		7,776
Telephone-Fax	17,487	1,749		15,738
Cash To Accrual Adj,				-3,699
FedEx Postage	1,352	135		1,217
Filing Fees	2,560			2,560
Moving	58,557	5,856		52,701

TY 2021 IRS 990 e-File Render

Name: The Charles A Dana Foundation Incorporated

EIN: 06-6036761

Software ID: 21013554

Software Version: 21.0.5.0

Description	Revenue And Expenses Per Books	Net Investment Income	Adjusted Net Income
Knightsbridge VC	1,150,399	1,174,971	
Abbott Cap Fund IV		-49,942	
Abbott Cap Fund V	-449,035	128,060	
Abbott Cap Fund VI		931,276	
Adamas Opp	139,703	138,703	
Adamas Ptrs	313,440	310,946	
Davidson Kempner	1,205,564	1,205,564	
TIFF Ptrs III	-941	-32,633	
TIFF Ptrs IV	-454		
Silchester	630,967	630,967	
Commonfund PE VI	-10,113	-10,122	
Commonfund PE VII	310,288	310,253	
Commonfund Intl. Ptrs	179,423	179,423	
Commonfund Venture Ptrs VIII	1,467,145	1,467,145	
Adage Capital	11,332,800	11,332,800	
1607 Ptrs	1,025,880	1,122,563	
Aberdeen Realty	-229,643	-686,128	
Commonfund Natural Resources IX	-69,501	-69,501	
Truebridge Capital VII	-18,165	-31,486	
Truebridge Capital V	-40,199	742,025	
Encap Flatrock Midstream IV	118,703	118,703	
Warburg Pincus	-83,572	-83,568	
Kline Hill II	67,777	105,800	
Doddington Emerging Mkts	-321,869	-321,869	
Arrowstreet ACWI	-270,563	1,075,808	
Truebridge Capital VI	-26,774	-51,104	
Renisassance Ridge	55,322	55,322	
Kline Hill III	26,858	87,683	
Kline Hill Opport	25,056	47,835	
Rubicon Technologies	-37,518	-37,518	
Qiming Venture Ptr VII	-27,502	-27,502	
Moonrise Ptrs II	-12,278	-30,099	
Lead Edge Capital V	84,564	84,564	
Overlook Ptrs	402,121	402,121	
Warburg Pincus EP2	-15,940	-15,940	
P/Y Adj of F/S Partnership Inc to Inc 2020 K-1s	1,485,684		
Abbott IV Gain Adj for Proper Tax Basis-reported in Book Inc		-343,259	
UBIT Loss add back Per K-1s		55,850	
KPS Ptrs	-5,791	3,439	
ITE Rail	-288,025	-288,064	
Luminate Capital	-33,539	-33,539	

TY 2021 IRS 990 e-File Render

Name: The Charles A Dana Foundation Incorporated

EIN: 06-6036761

Software ID: 21013554

Software Version: 21.0.5.0

Description	Amount
Change in Net Unrealized Appreciation in Investment Assets	16,891,759

TY 2021 IRS 990 e-File Render

Name: The Charles A Dana Foundation Incorporated

EIN: 06-6036761

Software ID: 21013554

Software Version: 21.0.5.0

Description	Beginning of Year - Book Value	End of Year - Book Value
Deferred Taxes	675,000	900,000
Deferred Rent	28,801	
Post Retirement Benefit Obligation	3,687,917	3,587,445
Taxes Payable		45,000

TY 2021 IRS 990 e-File Render

Name: The Charles A Dana Foundation Incorporated

EIN: 06-6036761

Software ID: 21013554

Software Version: 21.0.5.0

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
Dr Blakemore	50,000			50,000
Dr Magistetti	35,000			35,000
Eagle Management Advisors	169,546	169,546		
PWC	15,000			15,000
Cambridge Assoc	470,408	470,408		
JP Morgan Chase	12,323	12,323		
Sterling Info	1,479			1,479
Wellington	7,844	7,844		
Spencer Stuart	98,630			98,630
Misc Honoraria 41 people2,500	47,950			47,950
HighTower	36,966			36,966
Great Western	1,675			1,675
Impact Architecture	12,890			12,890
CEC	30,000			30,000
Doddington	8,750	8,750		
Cash to Accrual Adjustment				14,940

TY 2021 IRS 990 e-File Render

Name: The Charles A Dana Foundation Incorporated

EIN: 06-6036761

Software ID: 21013554

Software Version: 21.0.5.0

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
US Excise Tax	381,655			
US UBiT	20,976			
NYS Tax	5,358			