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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 09-01-2021 , and ending 08-31-2022

Name of foundation
FOELLINGER FOUNDATION INC

A Employer identification number
35-6027059

Number and street (or P.O. box number if mail is not delivered to street address)
520 EAST BERRY STREET
Room/suite

B Telephone number (see instructions)
(260) 422-2900

City or town, state or province, country, and ZIP or foreign postal code
FORT WAYNE, IN 46802

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)* ▶$ 195,804,760

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).)*

		Description	(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 ▶ ☑				
	3	Interest on savings and temporary cash investments				
	4	Dividends and interest from securities	1,510,629	1,510,629		
	5a	Gross rents				
	b	Net rental income or (loss)				
	6a	Net gain or (loss) from sale of assets not on line 10	1,817,335			
	b	Gross sales price for all assets on line 6a 24,215,034				
	7	Capital gain net income (from Part IV, line 2)		1,831,887		
	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)				
	12	**Total.** Add lines 1 through 11	3,327,964	3,342,516		
Operating and Administrative Expenses	13	Compensation of officers, directors, trustees, etc.	324,100	106,557		217,543
	14	Other employee salaries and wages	595,062	165,552		429,510
	15	Pension plans, employee benefits	230,586	43,094		187,492
	16a	Legal fees (attach schedule)	31,782	14,452		17,330
	b	Accounting fees (attach schedule)	20,581	12,503		8,078
	c	Other professional fees (attach schedule)	1,807,463	313,850		1,493,613
	17	Interest				
	18	Taxes (attach schedule) (see instructions)	109,138	13,937		41,035
	19	Depreciation (attach schedule) and depletion	112,229			
	20	Occupancy	153,973	29,255		124,718
	21	Travel, conferences, and meetings	65,386	14,552		50,834
	22	Printing and publications	12,909	1,587		11,322

			(a)	(b)	(c)	(d)
Ope	23	Other expenses (attach schedule)	179,992	17,450		162,542
	24	**Total operating and administrative expenses.** Add lines 13 through 23	3,643,201	732,789		2,744,017
	25	Contributions, gifts, grants paid	8,032,390			8,032,390
	26	**Total expenses and disbursements.** Add lines 24 and 25	11,675,591	732,789		10,776,407
	27	Subtract line 26 from line 12:				
	a	**Excess of revenue over expenses and disbursements**	-8,347,627			
	b	**Net investment income** (if negative, enter -0-)		2,609,727		
	c	**Adjusted net income** (if negative, enter -0-)				

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		Part II Balance Sheets Attached schedules and amounts in the description column should be for end-of-year amounts only. (See instructions.)	Beginning of year (a) Book Value	End of year (b) Book Value	End of year (c) Fair Market Value
Assets	1	Cash—non-interest-bearing	443,278	1,210,582	1,210,582
	2	Savings and temporary cash investments	5,056,060	3,672,561	3,672,561
	3	Accounts receivable ▶ 2,092			
		Less: allowance for doubtful accounts ▶	269	2,092	2,092
	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)	32,365,630	27,280,116	27,280,116
	b	Investments—corporate stock (attach schedule)	181,673,660	141,973,889	141,973,889
	c	Investments—corporate bonds (attach schedule)	23,218,750	19,556,474	19,556,474
	11	Investments—land, buildings, and equipment: basis ▶			
		Less: accumulated depreciation (attach schedule) ▶			
	12	Investments—mortgage loans			
	13	Investments—other (attach schedule)			
	14	Land, buildings, and equipment: basis ▶ 4,653,008			
		Less: accumulated depreciation (attach schedule) ▶ 2,543,962	1,783,058	2,109,046	2,109,046
	15	Other assets (describe ▶)			
	16	**Total assets** (to be completed by all filers—see the instructions. Also, see page 1, item I)	244,540,705	195,804,760	195,804,760
Liabilities	17	Accounts payable and accrued expenses	325		
	18	Grants payable			
	19	Deferred revenue			
	20	Loans from officers, directors, trustees, and other disqualified persons			
	21	Mortgages and other notes payable (attach schedule)			
	22	Other liabilities (describe ▶)			
	23	**Total liabilities**(add lines 17 through 22)	325	0	
sets 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	244,540,380	195,804,760	
	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			

Net As				
	28	Retained earnings, accumulated income, endowment, or other funds		
	29	**Total net assets or fund balances** (see instructions)	244,540,380	195,804,760
	30	**Total liabilities and net assets/fund balances** (see instructions)	244,540,705	195,804,760

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	244,540,380
2	Enter amount from Part I, line 27a	2	-8,347,627
3	Other increases not included in line 2 (itemize) ▶	3	22,958
4	Add lines 1, 2, and 3	4	236,215,711
5	Decreases not included in line 2 (itemize) ▶	5	40,410,951
6	Total net assets or fund balances at end of year (line 4 minus line 5)—Part II, column (b), line 29	6	195,804,760

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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	VARIOUS SECURITIES	P		
b				
c				
d				
e				

	(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	24,215,034		22,383,147	1,831,887
b				
c				
d				
e				

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

	(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	**(l)** Gains (Col. (h) gain minus col. (k), but not less than -0-) **or** Losses (from col.(h))
a				1,831,887
b				
c				
d				
e				

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	1,831,887
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	1,831,887

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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. 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	36,275
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	36,275
6	Credits/Payments:		

a	2021 estimated tax payments and 2020 overpayment credited to 2021	6a	50,800		
b	Exempt foreign organizations—tax withheld at source	6b			
c	Tax paid with application for extension of time to file (Form 8868)	6c			
d	Backup withholding erroneously withheld	6d			
7	Total credits and payments. Add lines 6a through 6d.			7	50,800
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	14,525
11	Enter the amount of line 10 to be: **Credited to 2022 estimated tax** ▶ 14,525	**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		No
b	If "Yes," has it filed a tax return on **Form 990-T** for this year?.	4b		
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: round bullet By language in the governing instrument, or round bullet 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) ▶IN			
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

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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		No
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.FOELLINGER.ORG

14 The books are in care of ▶MR DARRYL OLSON Telephone no. ▶(260) 422-2900

Located at ▶520 E BERRY STREET FORT WAYNE IN ZIP+4 ▶46802

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 country ▶			

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

	File Form 4720 if any item is checked in the "Yes" column, unless an exception applies.		Yes	No
1a	During the year did the foundation (either directly or indirectly):			
	(1) Engage in the sale or exchange, or leasing of property with a disqualified person?	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)		No
	(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 (Part XII, lines 6d and 6e) 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

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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)		No
	(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		
c	Organizations relying on a current notice regarding disaster assistance check ▶ ☐			
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		
	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? *If "Yes" to 6b, file Form 8870.*	6b		No
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
MICHAEL MOELLERING 520 E BERRY STREET FORT WAYNE, IN 46802	BOARD CHAIR 5.00	24,000	0	0
JANAE MCCULLOUGH-BOYD 520 E BERRY STREET FORT WAYNE, IN 46802	VC & SEC 3.00	16,200	0	0
JOHN MEYER 520 E BERRY STREET FORT WAYNE, IN 46802	TREASURER 3.00	16,200	0	0
JOHN SNYDER 520 E BERRY STREET FORT WAYNE, IN 46802	DIRECTOR 3.00	5,400	0	0
SAM GRAVES 520 E BERRY STREET FORT WAYNE, IN 46802	DIRECTOR 3.00	16,400	0	0
MATTHEW SMITH 520 E BERRY STREET FORT WAYNE, IN 46802	DIRECTOR 3.00	14,400	0	0
SARAH STRIMMENOS 520 E BERRY STREET FORT WAYNE, IN 46802	DIRECTOR 3.00	16,300	0	0
CHERYL TAYLOR 520 E BERRY STREET FORT WAYNE, IN 46802	DIRECTOR 3.00	15,200	0	0
ED KOMINOWSKI 520 E BERRY STREET FORT WAYNE, IN 46802	PRES. & CEO 45.00	200,000	29,418	0

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

(a) Name and address of each employee paid more than $50,000	**(b)** Title, and average hours per week devoted to position	**(c)** Compensation	**(d)** Contributions to employee benefit plans and deferred compensation	**(e)** Expense account, other allowances
DARRYL OLSON 520 E BERRY STREET FORT WAYNE, IN 46802	CFO 45.00	158,550	48,712	
DAWN MARTZ 520 E BERRY STREET FORT WAYNE, IN 46802	PROGRAMS DIR 45.00	141,882	30,284	
MINDY HURLEY 520 E BERRY STREET FORT WAYNE, IN 46802	ACCOUNTANT 40.00	80,118	19,634	
TERRY STEVENS 520 E BERRY STREET FORT WAYNE, IN 46802	EXEC ASSIST 40.00	65,810	20,410	
JENNIFER KASMIER 520 E BERRY STREET FORT WAYNE, IN 46802	LEADERSH DIR 40.00	68,000	13,564	
Total number of other employees paid over $50,000. ▶				

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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
ONE LUCKY GUITAR 1301 LAFAYETTE ST SUITE 201 FORT WAYNE, IN 46802	COMMUNICATIONS	623,768
DAILY BOSS UP 8031 E 54TH DRIVE DENVER, CO 80238	LEADERSHIP CONS	212,050
MKM ARCHITECTURE DESIGN 119 W WAYNE STREET FORT WAYNE, IN 46802	ARCHITECT	184,847
STRATEGY WORX 9051 WICKHAM ROAD INDIANAPOLIS, IN 46260	LEADERSHIP CONS	120,216
LIMELIGHT ANALYTICS 1642 S IRA STREET BLOOMINGTON, IN 47401	EVALUATION CONS	112,018
Total number of others receiving over $50,000 for professional services. ▶		5

Part VIII-A Summary of Direct Charitable Activities

List the foundation's four largest direct charitable activities during the tax year. Include relevant statistical information such as the number of organizations and other beneficiaries served, conferences convened, research papers produced, etc.	Expenses
1 HELENE FOELLINGER LEADERSHIP DEVELOPMENT INITIATIVE: THE HELENE FOELLINGER LEADERSHIP DEVELOPMENT INITIATIVE WORKS TO SUPPORT, STRENGTHEN, AND INSPIRE ALLEN COUNTY NONPROFIT LEADERS AS THEY FULFILL THEIR MISSIONS AND ADDRESS KEY COMMUNITY CHALLENGES. THE INITIATIVE IS DESIGNED TO UNLEASH THE POTENTIAL IN THESE LEADERS AND HELP THEM ACQUIRE ADAPTIVE SKILLS NEEDED IN THE FUTURE. THE INITIATIVE INCLUDES THE FOELLINGER LEADERSHIP LAB (CONSISTING OF TWO CUSTOM-TAILORED PROGRAMS FOR NONPROFIT LEADERS), ALUMNI PROGRAMS, THE SONDER FELLOWSHIP, COMMUNITY LEADERSHIP PROGRAMS, AND THE BARBARA BURT INNOVATIVE LEADER FUND. A) LEADERSHIP LAB THE EXECUTIVE LEADER PROGRAM IS A COURSE FOR VISIONARY EXECUTIVE DIRECTORS OF NONPROFIT ORGANIZATIONS. THE CURRICULUM FOCUSES ON AN ADAPTIVE LEADERSHIP COMPETENCY MODEL WITH AN EMPHASIS ON INNOVATION, DECISION-MAKING, UNDERSTANDING CULTURE, INFLUENCE, NEGOTIATION, EMOTIONAL INTELLIGENCE, AND ADDRESSING DIFFICULT CONVERSATIONS. THE RISING LEADER PROGRAM IS A COUR	690,195
2 DAVID A. BOBILYA EXCELLENCE IN NONPROFIT LEADERSHIP AWARD: THE FOUNDATION DEVELOPED THE DAVID A. BOBILYA EXCELLENCE IN NONPROFIT LEADERSHIP AWARD TO RECOGNIZE ONE CURRENT OR RECENTLY RETIRED BOARD MEMBER WHO DEMONSTRATED EXCELLENCE IN NONPROFIT LEADERSHIP. THE AWARD, ESTABLISHED IN HONOR OF FORMER FOELLINGER BOARD MEMBER AND COMMUNITY LEADER DAVID BOBILYA, RECOGNIZES THE IMPORTANCE OF NONPROFIT BOARD MEMBER CONTRIBUTIONS IN FOUR FOCUS AREAS - GOVERNANCE, LEADERSHIP, FINANCIAL SUSTAINABILITY, AND PROGRAM IMPACT. A 25,000 OPERATING GRANT IS AWARDED TO THE RECIPIENT'S NOMINATING ORGANIZATION. THE LUNCHEON EVENT AND ASSOCIATED MEDIA CAMPAIGN SHOWCASED 25 COMMUNITY LEADERS WHO WERE NOMINATED FOR THE AWARD. APPROXIMATELY 285 PEOPLE FROM OVER 100 ORGANIZATIONS ATTENDED THE EVENT. IN A SPEECH TITLED "BEST IN CLASS LEADERSHIP," INTERNATIONALLY ACCLAIMED SPEAKER MARK GOODMAN HELPED THE AUDIENCE UNDERSTAND HOW TO FOCUS ON WHAT WE'RE BEST AT AS LEADERS, SO WE CAN RUN BEST-IN-CLASS ORGANIZATIONS. M	67,415
3	
4	

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

Describe the two largest program-related investments made by the foundation during the tax year on lines 1 and 2.	Amount
1 N/A	
2	
All other program-related investments. See instructions. **3**	
Total. Add lines 1 through 3 ▶	

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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**	215,603,874
b	Average of monthly cash balances.	**1b**	5,816,217
c	Fair market value of all other assets (see instructions).	**1c**	0

d	**Total** (add lines 1a, b, and c).		1d	221,420,091
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	221,420,091
4	Cash deemed held for charitable activities. Enter 1.5% (0.015) of line 3 (for greater amount, see instructions).		4	3,321,301
5	**Net value of noncharitable-use assets.** Subtract line 4 from line 3..		5	218,098,790
6	**Minimum investment return.** Enter 5% (0.05) of line 5.		6	10,904,940

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	10,904,940
2a	Tax on investment income for 2021 from Part V, line 5.	2a 36,275		
b	Income tax for 2021. (This does not include the tax from Part V.).	2b		
c	Add lines 2a and 2b.		2c	36,275
3	Distributable amount before adjustments. Subtract line 2c from line 1.		3	10,868,665
4	Recoveries of amounts treated as qualifying distributions.		4	22,958
5	Add lines 3 and 4.		5	10,891,623
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	10,891,623

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	10,776,407
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	10,776,407

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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				10,891,623
2 Undistributed income, if any, as of the end of 2021:				
a Enter amount for 2020 only.			6,466,337	
b Total for prior years: 20__ , 20__ , 20__				
3 Excess distributions carryover, if any, to 2021:				
a From 2016.				
b From 2017.				
c From 2018.				
d From 2019.				
e From 2020.				
f **Total** of lines 3a through e.				
4 Qualifying distributions for 2021 from Part XI, line 4: ▶ $ 10,776,407				
a Applied to 2020, but not more than line 2a			6,466,337	
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.				4,310,070
e Remaining amount distributed out of corpus				
5 Excess distributions carryover applied to 2021. *(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				
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				6,581,553
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				
10 Analysis of line 9:				
a Excess from 2017				
b Excess from 2018				
c Excess from 2019				
d Excess from 2020				
e Excess from 2021				

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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 IX 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 XIV **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).)

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.

ownership of a partnership or other entity) of which the foundation has a 10% or greater interest.

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:

DAVID BENNETT
520 E BERRY STREET
FORT WAYNE, IN 46802
(260) 422-2900

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

GRANT APPLICATIONS ARE AVAILABLE ONLINE AT WWW.FOELLINGER.ORG

c Any submission deadlines:

GRANT DEADLINES ARE AVAILABLE ONLINE AT WWW.FOELLINGER.ORG

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

AVAILABLE ONLINE AT WWW.FOELLINGER.ORG

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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 ATTACH PART XIV GRANTS PAID OUT SEE ATTACHMENT FORT WAYNE, IN 46802			SEE ATTACHMENT	8,032,390
Total . . . . ▶ **3a**				8,032,390
b *Approved for future payment*				
SEE ATTACH PART XIV GRANTS APPROVED SEE ATTACHMENT FORT WAYNE, IN 46802			SEE ATTACHMENT	3,484,575
Total . . . . ▶ **3b**				3,484,575

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Part XV-A Analysis of Income-Producing Activities

Enter gross amounts unless otherwise indicated.	Unrelated business income		Excluded by section 512, 513, or 514		(e) Related or exempt function income (See instructions.)
	(a) Business code	**(b)** Amount	**(c)** Exclusion code	**(d)** Amount	
1 Program service revenue:					
a					
b					

c					
d					
e					
f					
g Fees and contracts from government agencies			14	1,510,629	
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			18	1,831,887	-14,552
9 Net income or (loss) from special events:					
10 Gross profit or (loss) from sales of inventory					
11 Other revenue: a					
b					
c					
d					
e					
12 Subtotal. Add columns (b), (d), and (e)				3,342,516	-14,552

13 **Total.** Add line 12, columns (b), (d), and (e) 13 3,327,964

(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.)

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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	Title
	2022-11-15	

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
CASSIE J DUNN		2022-12-14	☐	P02181011

Firm's name ▶ HAINES ISENBARGER & SKIBA LLC — Firm's EIN ▶52-2127371

Firm's address ▶ 4630 W JEFFERSON BLVD 8
FORT WAYNE, IN 46804 — Phone no. (260) 436-9500

Form **990-PF** (2021)

Additional Data

Return to Form

Software ID:
Software Version:

Form 990PF - Special Condition Description:

Special Condition Description

efile Public Visual Render	ObjectId: 202330139349101308 - Submission: 2023-01-13	TIN: 35-6027059

TY 2021 IRS 990 e-File Render

Name: FOELLINGER FOUNDATION INC
EIN: 35-6027059

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
HAINES, ISENBARGER & SKIBA	17,250	11,558		5,692
AUTOMATED DATA PROCESSING	3,306	938		2,368
AATRIX	25	7		18

efile Public Visual Render	ObjectId: 202330139349101308 - Submission: 2023-01-13	TIN: 35-6027059

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: FOELLINGER FOUNDATION INC
EIN: 35-6027059

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
PROPERTY AND EQUIPMENT		4,414,461	646,707			112,229			

efile Public Visual Render	ObjectId: 202330139349101308 - Submission: 2023-01-13	TIN: 35-6027059

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TY 2021 IRS 990 e-File Render

Name: FOELLINGER FOUNDATION INC
EIN: 35-6027059

Name	Date Acquired	How Acquired	Date Sold	Purchaser Name	Gross Sales Price	Basis	Basis Method	Sales Expenses	Total (net)	Accumulated Depreciation
BUILDING IMPROVEMENTS		PURCHASE	2022-08			65,457			-14,552	50,905

efile Public Visual Render	ObjectId: 202330139349101308 - Submission: 2023-01-13	TIN: 35-6027059

TY 2021 IRS 990 e-File Render

Name: FOELLINGER FOUNDATION INC
EIN: 35-6027059

Name of Bond	End of Year Book Value	End of Year Fair Market Value
WELLS FARGO CORP BND	19,556,474	19,556,474

efile Public Visual Render | ObjectId: 202330139349101308 - Submission: 2023-01-13 | TIN: 35-6027059

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Name: FOELLINGER FOUNDATION INC

EIN: 35-6027059

Name of Stock	End of Year Book Value	End of Year Fair Market Value
CF STRATEGIC SOLUTIONS GLOBAL EQUITY	141,476,683	141,476,683
WELLS FARGO CORP PREF STK	497,206	497,206

efile Public Visual Render | ObjectId: 202330139349101308 - Submission: 2023-01-13 | TIN: 35-6027059

TY 2021 IRS 990 e-File Render

Name: FOELLINGER FOUNDATION INC

EIN: 35-6027059

US Government Securities - End of Year Book Value: 19,810,067

US Government Securities - End of Year Fair Market Value: 19,810,067

State & Local Government Securities - End of Year Book Value: 7,470,049

State & Local Government Securities - End of Year Fair Market Value: 7,470,049

efile Public Visual Render | ObjectId: 202330139349101308 - Submission: 2023-01-13 | TIN: 35-6027059

TY 2021 IRS 990 e-File Render

Name: FOELLINGER FOUNDATION INC

EIN: 35-6027059

Category / Item	Cost / Other Basis	Accumulated Depreciation	Book Value	End of Year Fair Market Value
BUILDINGS/EQUIPMENT	4,653,008	2,543,962	2,109,046	2,109,046

efile Public Visual Render	ObjectId: 202330139349101308 - Submission: 2023-01-13	TIN: 35-6027059

TY 2021 IRS 990 e-File Render

Name: FOELLINGER FOUNDATION INC
EIN: 35-6027059

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
BURT, BLEE, DIXON, SUTTON, BLOOM	13,335	3,783		9,552
FAEGRE, DRINKER, BIDDLE	10,760	8,142		2,618
CHARITABLE ALLIES	7,687	2,527		5,160

efile Public Visual Render	ObjectId: 202330139349101308 - Submission: 2023-01-13	TIN: 35-6027059

TY 2021 IRS 990 e-File Render

Name: FOELLINGER FOUNDATION INC
EIN: 35-6027059

Description	Amount
UNREALIZED LOSS ON INVESTMENTS	40,410,951

efile Public Visual Render	ObjectId: 202330139349101308 - Submission: 2023-01-13	TIN: 35-6027059

TY 2021 IRS 990 e-File Render

Name: FOELLINGER FOUNDATION INC
EIN: 35-6027059

Description	Revenue and Expenses per Books	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
EXPENSES				
D & O LIABILITY INSURANCE	8,150	2,680		5,470
EDUCATION	6,215	1,655		4,560
MAINTENANCE AGREEMENTS	95,692	3,262		92,430
MEMBERSHIP & DUES	29,299	2,403		26,896
OFFICE SUPPLIES	18,284	3,101		15,183
POSTAGE	2,908	536		2,372
PROPERTY & CASUALTY INSURANCE	9,151	1,739		7,412
TELEPHONE	9,030	1,716		7,314
WORKERS COMPENSATION	1,263	358		905

efile Public Visual Render	ObjectId: 202330139349101308 - Submission: 2023-01-13	TIN: 35-6027059

TY 2021 IRS 990 e-File Render

Name: FOELLINGER FOUNDATION INC
EIN: 35-6027059

Description	Amount
GRANT RECOVERIES	22,958

efile Public Visual Render	ObjectId: 202330139349101308 - Submission: 2023-01-13	TIN: 35-6027059

TY 2021 IRS 990 e-File Render

Name: FOELLINGER FOUNDATION INC
EIN: 35-6027059

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
INVESTMENT MANAGEMENT	237,768	237,768		
CUSTODIAN SERVICES	17,698	17,698		
PROGRAM EVALUATION	298,756			298,756
COMMUNICATIONS SERVICES	429,225			429,225
TECHNICAL ASSISTANCE SERVICES	11,101			11,101
LEADERSHIP TRAINING	521,934			521,934
TECHNOLOGY SUPPORT SERVICES	22,382	6,350		16,032
COMMUNITY EVENT EXPENSES	40,777			40,777
COMMITTEE FEES	800	800		
OTHER CONSULTING	10,000	10,000		
FOUNDATION POSITIONING	217,022	41,234		175,788

efile Public Visual Render	ObjectId: 202330139349101308 - Submission: 2023-01-13	TIN: 35-6027059

TY 2021 IRS 990 e-File Render

Name: FOELLINGER FOUNDATION INC
EIN: 35-6027059

Category	Amount	Net Investment Income	Adjusted Net Income	Disbursements for Charitable Purposes
PAYROLL TAX	54,972	13,937		41,035
EXCISE TAX	54,166			