



Robert Wood Johnson Foundation

## 2009 Financial Statements

### Form 990-PF

Internal Revenue Service Form 990-PF contains additional financial information about the Robert Wood Johnson Foundation ('the Foundation'), including data about the Foundation's assets, investments, and charitable expenses. Private foundations are required to file this form annually.

The Foundation's 2009 990-PF core return begins on page 3 of this document. The Foundation's complete tax returns for years 2001–2009, which include all schedules, statements and attachments, are available on the Foundation Center Web site at: <http://dynamodata.fdncenter.org/990s/990search/ffindershow.cgi?id=JOHN015>.

Complete tax returns are also available on the Guidestar Web site, <http://www.guidestar.org>. Guidestar is a nonprofit organization that gathers and publicizes data on over 1.5 million nonprofit organizations nationwide. The Guidestar Web site, which requires registration, provides additional background on using and interpreting the information contained in Forms 990 that may differ from an organization's financial statements.

For example, for some private foundations, including the Robert Wood Johnson Foundation, "direct charitable activities" are reported differently on Form 990-PF than in audited financial statements. Direct charitable activities are charitable efforts undertaken by a foundation directly, rather than through grants awarded to other not-for-profit organizations. The expenses of these direct activities conducted by the Foundation are included as part of our administrative and operating expenses on Part I of Form 990-PF on line 24. Our grantmaking is reported on line 25. The Foundation's direct charitable activities, as detailed on the last page accompanying our core 2009 Form 990-PF, include programs to:

- improve the quality and equality of health care in specific regions of the U.S.,
- improve the health of the most vulnerable populations in our country,
- reverse the epidemic of childhood obesity,
- promote access to health insurance coverage, and
- revitalize eroded public health systems in the U.S.

A public charity or foundation's organizational efficiency may be measured in part by calculating the percentage of the organization's total disbursements spent on administrative expenses. The cost of a private foundation's direct charitable activities should be excluded from the operating and administrative expense total when making this calculation, because direct charitable activities are not administrative expenses, but costs incurred to advance directly a foundation's charitable purpose. Viewed this way, the Robert Wood Johnson Foundation's 2009 *administrative* expenses (the total on line 24(d) minus direct charitable activities, as recorded on page 1 of Form 990-PF), are approximately 10% of the Foundation's total disbursements for charitable purposes. Grantmaking and direct charitable activities constituted approximately 90% of the Foundation's charitable expenses during 2009.

**Return of Private Foundation**  
or Section 4947(a)(1) Nonexempt Charitable Trust  
Treated as a Private Foundation**2009**

Note: The foundation may be able to use a copy of this return to satisfy state reporting requirements.

For calendar year **2009**, or tax year beginning , **2009**, and ending , **20**G Check all that apply: ☐ Initial return ☐ Initial return of a former public charity ☐ Final return  
☐ Amended return ☐ Address change ☐ Name change

Use the IRS label. Otherwise, print or type. See Specific Instructions.	Name of foundation <b>THE ROBERT WOOD JOHNSON FOUNDATION</b>		A Employer identification number <b>22-6029397</b>
	Number and street (or P.O. box number if mail is not delivered to street address)	Room/suite	B Telephone number (see page 10 of the instructions) <b>(609) 452-8701</b>
	PO BOX 2316		C If exemption application is pending, check here <input type="checkbox"/> D 1. Foreign organizations, check here <input type="checkbox"/> 2. Foreign organizations meeting the 85% test, check here and attach computation <input type="checkbox"/>
	City or town, state, and ZIP code <b>PRINCETON, NJ 08543-2316</b>		
H Check type of organization: <input checked="" type="checkbox"/> Section 501(c)(3) exempt private foundation <input type="checkbox"/> Section 4947(a)(1) nonexempt charitable trust <input type="checkbox"/> Other taxable private foundation			E If private foundation status was terminated under section 507(b)(1)(A), check here <input type="checkbox"/>
I Fair market value of all assets at end of year (from Part II, col. (c), line 16) <b>\$ 8,490,415,783.</b>		J Accounting method: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> 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 <input type="checkbox"/>

Part I Analysis of Revenue and Expenses (The total of amounts in columns (b), (c), and (d) may not necessarily equal the amounts in column (a) (see page 11 of the 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) . . . . .	3,000.			
	2 Check <input checked="" type="checkbox"/> if the foundation is not required to attach Sch. B. . . . .				
	3 Interest on savings and temporary cash investments . . . . .	1,455,026.	1,455,026.		
	4 Dividends and interest from securities . . . . .	97,499,513.	159,988,100.		
	5a Gross rents . . . . .				
	b Net rental income or (loss) . . . . .				
	6a Net gain or (loss) from sale of assets not on line 10 . . . . .	78,128,125.			
	b Gross sales price for all assets on line 6a <b>2,482,933,217.</b>				
	7 Capital gain net income (from Part IV, line 2) . . . . .				
	8 Net short-term capital gain . . . . .				
	9 Income modifications . . . . .				
	10 a Gross sales less returns and allowances . . . . .				
b Less: Cost of goods sold . . . . .					
c Gross profit or (loss) (attach schedule) . . . . .					
11 Other income (attach schedule) . . . . .	9,153,263.	-3,635,575.		ATCH 1	
12 Total. Add lines 1 through 11 . . . . .	186,238,927.	157,807,551.			
Operating and Administrative Expenses	13 Compensation of officers, directors, trustees, etc. . . . .	2,764,412.	191,004.		2,557,408.
	14 Other employee salaries and wages . . . . .	22,756,018.	3,871,710.		19,917,573.
	15 Pension plans, employee benefits . . . . .	19,051,701.	1,128,720.		12,673,348.
	16a Legal fees (attach schedule) ATCH 2 . . . . .	316,258.	64,068.	0.	181,395.
	b Accounting fees (attach schedule) ATCH 3 . . . . .	755,157.	192,417.	0.	283,358.
	c Other professional fees (attach schedule) *. . . . .	42,424,546.	73,939,520.		1,562,161.
	17 Interest . . . . .	95,676.	7,378,473.		90,789.
	18 Taxes (attach schedule) (see page 14 of the instructions) * . . . .	2,003,875.	1,061,710.		114,651.
	19 Depreciation (attach schedule) and depletion . . . . .	6,054,418.			
	20 Occupancy . . . . .	1,863,718.	425,487.		1,449,436.
	21 Travel, conferences, and meetings . . . . .	1,197,702.	150,288.		1,044,461.
	22 Printing and publications . . . . .	1,056,023.			995,030.
	23 Other expenses (attach schedule) ATCH 6 . . . . .	61,513,382.	5,570,835.		56,485,408.
	24 Total operating and administrative expenses. Add lines 13 through 23 . . . . .	161,852,886.	93,974,232.	0.	97,355,018.
	25 Contributions, gifts, grants paid . . . . .	267,764,983.			354,956,931.
26 Total expenses and disbursements. Add lines 24 and 25 . . . . .	429,617,869.	93,974,232.	0.	452,311,949.	
27 Subtract line 26 from line 12: . . . . .					
a Excess of revenue over expenses and disbursements . . . . .	-243,378,942.				
b Net investment income (if negative, enter -0-) . . . . .		63,833,319.			
c Adjusted net income (if negative, enter -0-) . . . . .			-0-		

<b>Part II Balance Sheets</b>		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
<b>Assets</b>	1	Cash - non-interest-bearing . . . . .		80,856,588.	15,505,475.	15,505,475.
	2	Savings and temporary cash investments . . . . .		154,149,179.	665,611,934.	665,611,934.
	3	Accounts receivable ▶ 23,165,802.				
		Less: allowance for doubtful accounts ▶		12,301,353.	23,165,802.	23,165,802.
	4	Pledges receivable ▶ 9,811,039.				
		Less: allowance for doubtful accounts ▶		8,902,196.	9,811,039.	9,811,039.
	5	Grants receivable . . . . .				
	6	Receivables due from officers, directors, trustees, and other disqualified persons (attach schedule) (see page 16 of the 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 . . . . .		176,670.	269,758.	269,758.
	10 a	Investments - U.S. and state government obligations (attach schedule) **		121,135.	111,384.	111,384.
	b	Investments - corporate stock (attach schedule) <u>ATCH 8</u>		1,541,562,871.	1,197,398,832.	1,197,398,832.
	c	Investments - corporate bonds (attach schedule) <u>ATCH 9</u>		243,345,711.	9,873,563.	9,873,563.
	11	Investments - land, buildings, and equipment: basis ▶ 1,165,588.				
	Less: accumulated depreciation (attach schedule) ▶		1,165,588.	1,165,588.	8,000,000.	
12	Investments - mortgage loans . . . . .					
13	Investments - other (attach schedule) <u>ATCH 10</u>		5,268,245,494.	6,325,247,645.	6,324,247,645.	
14	Land, buildings, and equipment: basis ▶ 71,549,764.					
	Less: accumulated depreciation (attach schedule) ▶ 22,280,339.		51,860,606.	49,269,425.	49,269,425.	
15	Other assets (describe ▶ <u>ATCH 11</u> )		142,666,196.	187,150,926.	187,150,926.	
16	<b>Total assets</b> (to be completed by all filers - see the instructions. Also, see page 1, item I) . . . . .		7,505,353,587.	8,484,581,371.	8,490,415,783.	
<b>Liabilities</b>	17	Accounts payable and accrued expenses . . . . .		15,926,720.	10,506,212.	
	18	Grants payable . . . . .		545,305,507.	465,330,186.	
	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 ▶ <u>ATCH 12</u> )		134,978,589.	212,136,247.	
	23	<b>Total liabilities</b> (add lines 17 through 22) . . . . .		696,210,816.	687,972,645.	
<b>Net Assets or Fund Balances</b>	<b>Foundations that follow SFAS 117, check here</b> <input checked="" type="checkbox"/>					
	<b>and complete lines 24 through 26 and lines 30 and 31.</b>					
	24	Unrestricted . . . . .		6,800,240,575.	7,786,797,687.	
	25	Temporarily restricted . . . . .		8,902,196.	9,811,039.	
	26	Permanently restricted . . . . .				
	<b>Foundations that do not follow SFAS 117, check here and complete lines 27 through 31.</b> <input type="checkbox"/>					
	27	Capital stock, trust principal, or current funds . . . . .				
	28	Paid-in or capital surplus, or land, bldg., and equipment fund . . . . .				
	29	Retained earnings, accumulated income, endowment, or other funds . .				
	30	<b>Total net assets or fund balances</b> (see page 17 of the instructions) . . . . .		6,809,142,771.	7,796,608,726.	
31	<b>Total liabilities and net assets/fund balances</b> (see page 17 of the instructions) . . . . .		7,505,353,587.	8,484,581,371.		

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

1	Total net assets or fund balances at beginning of year - Part II, column (a), line 30 (must agree with end-of-year figure reported on prior year's return) . . . . .	1	6,809,142,771.
2	Enter amount from Part I, line 27a . . . . .	2	-243,378,942.
3	Other increases not included in line 2 (itemize) ▶ <u>ATTACHMENT 13</u>	3	1,236,643,317.
4	Add lines 1, 2, and 3 . . . . .	4	7,802,407,146.
5	Decreases not included in line 2 (itemize) ▶ <u>ATTACHMENT 14</u>	5	5,798,420.
6	Total net assets or fund balances at end of year (line 4 minus line 5) - Part II, column (b), line 30 . . . . .	6	7,796,608,726.

\*\* ATCH 7

Form **990-PF** (2009)

**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.)
<b>1a</b> SEE PART IV SCHEDULE					
<b>b</b>					
<b>c</b>					
<b>d</b>					
<b>e</b>					
(e) Gross sales price	(f) Depreciation allowed (or allowable)	(g) Cost or other basis plus expense of sale	(h) Gain or (loss) (e) plus (f) minus (g)		
<b>a</b>					
<b>b</b>					
<b>c</b>					
<b>d</b>					
<b>e</b>					
Complete only for assets showing gain in column (h) and owned by the foundation on 12/31/69			(i) 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			
<b>a</b>					
<b>b</b>					
<b>c</b>					
<b>d</b>					
<b>e</b>					
<b>2</b> Capital gain net income or (net capital loss) . . . . .			<b>2</b>	-81,213,301.	
<b>3</b> 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 pages 13 and 17 of the instructions). If (loss), enter -0- in Part I, line 8 . . . . .			<b>3</b>		

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

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

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

Was the foundation liable for the section 4942 tax on the distributable amount of any year in the base period? . . . . . ☐ Yes ☒ No

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

**1** Enter the appropriate amount in each column for each year; see page 18 of the instructions before making any entries.

(a) Base period years Calendar year (or tax year beginning in)	(b) Adjusted qualifying distributions	(c) Net value of noncharitable-use assets	(d) Distribution ratio (col. (b) divided by col. (c))
2008	496,585,774.	9,235,187,013.	0.053771
2007	428,419,345.	9,819,785,552.	0.043628
2006	415,858,213.	9,130,308,193.	0.045547
2005	419,424,167.	8,889,739,415.	0.047181
2004	425,141,150.	7,971,273,014.	0.053334
<b>2</b> Total of line 1, column (d) . . . . .			<b>2</b> 0.243461
<b>3</b> Average distribution ratio for the 5-year base period - divide the total on line 2 by 5, or by the number of years the foundation has been in existence if less than 5 years . . . . .			<b>3</b> 0.048692
<b>4</b> Enter the net value of noncharitable-use assets for 2009 from Part X, line 5 . . . . .			<b>4</b> 7,431,357,498.
<b>5</b> Multiply line 4 by line 3 . . . . .			<b>5</b> 361,847,659.
<b>6</b> Enter 1% of net investment income (1% of Part I, line 27b) . . . . .			<b>6</b> 638,333.
<b>7</b> Add lines 5 and 6 . . . . .			<b>7</b> 362,485,992.
<b>8</b> Enter qualifying distributions from Part XII, line 4 . . . . .			<b>8</b> 459,806,692.

If line 8 is equal to or greater than line 7, check the box in Part VI, line 1b, and complete that part using a 1% tax rate. See the Part VI instructions on page 18.

**Part VI Excise Tax Based on Investment Income (Section 4940(a), 4940(b), 4940(e), or 4948 - see page 18 of the instructions)**

1a Exempt operating foundations described in section 4940(d)(2), check here <input type="checkbox"/> and enter "N/A" on line 1. . . . . Date of ruling or determination letter: _____ (attach copy of ruling letter if necessary - see instructions)			
b Domestic foundations that meet the section 4940(e) requirements in Part V, check here <input checked="" type="checkbox"/> and enter 1% of Part I, line 27b . . . . .		1	638,333.
c All other domestic foundations enter 2% of line 27b. Exempt foreign organizations enter 4% 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	638,333.
4 Subtitle A (income) tax (domestic section 4947(a)(1) trusts and taxable foundations only. Others enter -0-) . . . . .		4	0.
5 <b>Tax based on investment income.</b> Subtract line 4 from line 3. If zero or less, enter -0- . . . . .		5	638,333.
6 Credits/Payments:			
a 2009 estimated tax payments and 2008 overpayment credited to 2009 . . . . .	6a	5,000,000.	
b Exempt foreign organizations-tax withheld at source . . . . .	6b	0.	
c Tax paid with application for extension of time to file (Form 8868) . . . . .	6c	0.	
d Backup withholding erroneously withheld . . . . .	6d		
7 Total credits and payments. Add lines 6a through 6d . . . . .	7	5,000,000.	
8 Enter any <b>penalty</b> for underpayment of estimated tax. Check here <input type="checkbox"/> if Form 2220 is attached . . . . .	8		
9 <b>Tax due.</b> If the total of lines 5 and 8 is more than line 7, enter <b>amount owed</b> . . . . .	9		
10 <b>Overpayment.</b> If line 7 is more than the total of lines 5 and 8, enter the <b>amount overpaid</b> . . . . .	10	4,361,667.	
11 Enter the amount of line 10 to be: <b>Credited to 2010 estimated tax</b> <input checked="" type="checkbox"/> 4,361,667. <b>Refunded</b> <input type="checkbox"/> . . . . .	11		

**Part VII-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? . . . . .		X
b Did it spend more than \$100 during the year (either directly or indirectly) for political purposes (see page 19 of the instructions for definition)? . . . . . <i>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.</i>		X
c Did the foundation file <b>Form 1120-POL</b> for this year? . . . . .		X
d Enter the amount (if any) of tax on political expenditures (section 4955) imposed during the year: (1) On the foundation. <input checked="" type="checkbox"/> \$ _____ (2) On foundation managers. <input checked="" type="checkbox"/> \$ _____		
e Enter the reimbursement (if any) paid by the foundation during the year for political expenditure tax imposed on foundation managers. <input checked="" type="checkbox"/> \$ _____		
2 Has the foundation engaged in any activities that have not previously been reported to the IRS? . . . . . <i>If "Yes," attach a detailed description of the activities.</i>		X
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? <i>If "Yes," attach a conformed copy of the changes</i> . . . . .	X	
4a Did the foundation have unrelated business gross income of \$1,000 or more during the year? . . . . .	X	
b If "Yes," has it filed a tax return on <b>Form 990-T</b> for this year? . . . . .	X	
5 Was there a liquidation, termination, dissolution, or substantial contraction during the year? . . . . . <i>If "Yes," attach the statement required by General Instruction T.</i>		X
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? . . . . .	X	
7 Did the foundation have at least \$5,000 in assets at any time during the year? <i>If "Yes," complete Part II, col. (c), and Part XV.</i> . . . . .	X	
8a Enter the states to which the foundation reports or with which it is registered (see page 19 of the instructions) <input checked="" type="checkbox"/> CA, DC, IL, IN, KY, LA, MD, MS, NJ, NY, UT, _____		
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 <i>General Instruction G</i> ? <i>If "No," attach explanation</i> . . . . .	X	
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 2009 or the taxable year beginning in 2009 (see instructions for Part XIV on page 27)? <i>If "Yes," complete Part XIV.</i> . . . . .		X
10 Did any persons become substantial contributors during the tax year? <i>If "Yes," attach a schedule listing their names and addresses.</i> . . . . .		X

Form 990-PF (2009)

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

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 page 20 of the instructions) . . . . .	11	X	
12	Did the foundation acquire a direct or indirect interest in any applicable insurance contract before August 17, 2008? . . . . .	12		X
13	Did the foundation comply with the public inspection requirements for its annual returns and exemption application? . . . . .	13	X	

Website address **WWW.RWJF.ORG**

14 The books are in care of **MARGARET H. EINHORN, CFO&TREAS** Telephone no. **(609) 452-8701**  
 Located at **RT. 1 & COLLEGE ROAD EAST, PRINCETON, NJ** ZIP + 4 **08543-2316**

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**

**Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required****File Form 4720 if any item is checked in the "Yes" column, unless an exception applies.**

	Yes	No
1a During the year did the foundation (either directly or indirectly):		
(1) Engage in the sale or exchange, or leasing of property with a disqualified person? . . . . .	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
(2) Borrow money from, lend money to, or otherwise extend credit to (or accept it from) a disqualified person? . . . . .	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
(3) Furnish goods, services, or facilities to (or accept them from) a disqualified person? . . . . .	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
(4) Pay compensation to, or pay or reimburse the expenses of, a disqualified person? . . . . .	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
(5) Transfer any income or assets to a disqualified person (or make any of either available for the benefit or use of a disqualified person)? . . . . .	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
(6) Agree to pay money or property to a government official? ( <b>Exception.</b> Check "No" if the foundation agreed to make a grant to or to employ the official for a period after termination of government service, if terminating within 90 days.) . . . . .	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
b If any answer is "Yes" to 1a(1)-(6), did <b>any</b> 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 page 20 of the instructions)? . . . . .	1b	X
Organizations relying on a current notice regarding disaster assistance check here <input type="checkbox"/>		
c Did the foundation engage in a prior year in any of the acts described in 1a, other than excepted acts, that were not corrected before the first day of the tax year beginning in 2009? . . . . .	1c	X
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 2009, did the foundation have any undistributed income (lines 6d and 6e, Part XIII) for tax year(s) beginning before 2009? . . . . .	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
If "Yes," list the years <b>_____</b>		
b Are there any years listed in 2a for which the foundation is <b>not</b> 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 <b>all</b> years listed, answer "No" and attach statement - see page 20 of the instructions.) . . . . .	2b	
c If the provisions of section 4942(a)(2) are being applied to <b>any</b> of the years listed in 2a, list the years here. <b>_____</b>		
3a Did the foundation hold more than a 2% direct or indirect interest in any business enterprise at any time during the year? . . . . .	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
b If "Yes," did it have excess business holdings in 2009 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 <i>Schedule C, Form 4720</i> , to determine if the foundation had excess business holdings in 2009.) . . . . .	3b	X
4a Did the foundation invest during the year any amount in a manner that would jeopardize its charitable purposes? . . . . .	4a	X
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 2009? . . . . .	4b	X

Form 990-PF (2009)

**Part VII-B Statements Regarding Activities for Which Form 4720 May Be Required** (continued)**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))? ☐ Yes ☒ No
- (2) Influence the outcome of any specific public election (see section 4955); or to carry on, directly or indirectly, any voter registration drive? ☐ Yes ☒ No
- (3) Provide a grant to an individual for travel, study, or other similar purposes? ☐ Yes ☒ No
- (4) Provide a grant to an organization other than a charitable, etc., organization described in section 509(a)(1), (2), or (3), or section 4940(d)(2)? (see page 22 of the instructions) ☒ Yes ☐ 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? ☐ Yes ☒ 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 page 22 of the instructions)? ☐ **5b** ☒

Organizations relying on a current notice regarding disaster assistance check here ☐

**c** 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? ATTACHMENT 17 ☒ Yes ☐ No

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? ☐ Yes ☒ No

**b** Did the foundation, during the year, pay premiums, directly or indirectly, on a personal benefit contract? ☐ **6b** ☒

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? ☐ Yes ☒ No

**b** If yes, did the foundation receive any proceeds or have any net income attributable to the transaction? ☐ **7b** ☐

**Part VIII Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors****1** List all officers, directors, trustees, foundation managers and their compensation (see page 22 of the 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
ATTACHMENT 18		2,764,412.	595,168.	0.

**2** Compensation of five highest-paid employees (other than those included on line 1 - see page 23 of the 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
ATTACHMENT 19		2,786,831.	399,676.	0.

**Total** number of other employees paid over \$50,000 ☐ **219**

Form 990-PF (2009)



**Part VIII Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors** (continued)**3 Five highest-paid independent contractors for professional services (see page 23 of the instructions). If none, enter "NONE."**

(a) Name and address of each person paid more than \$50,000	(b) Type of service	(c) Compensation
ATTACHMENT 20		17,883,627.
Total number of others receiving over \$50,000 for professional services		202

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

List the foundation's four largest direct charitable activities during the tax year. Include relevant statistical information such as the number of organizations and other beneficiaries served, conferences convened, research papers produced, etc.	Expenses
1 SEE PAGE 37	50,917,131.
2	
3	
4	

**Part IX-B Summary of Program-Related Investments** (see page 23 of the instructions)

Describe the two largest program-related investments made by the foundation during the tax year on lines 1 and 2.	Amount
1 ONE CALIFORNIA BANK - COLLATERAL IN SUPPORT OF REVOLVING CREDIT FACILITY TO PLAYWORKS, A 501(C)(3) CORPORATION WITH OFFICES AT 517 FOURTH STREET OAKLAND, CA	3,500,000.
2	
All other program-related investments. See page 24 of the instructions.	
3 NONE	
Total. Add lines 1 through 3	3,500,000.

Form 990-PF (2009)

**Part X Minimum Investment Return** (All domestic foundations must complete this part. Foreign foundations, see page 24 of the instructions.)

<b>1</b>	Fair market value of assets not used (or held for use) directly in carrying out charitable, etc., purposes:		
<b>a</b>	Average monthly fair market value of securities	<b>1a</b>	7,536,525,379.
<b>b</b>	Average of monthly cash balances	<b>1b</b>	0.
<b>c</b>	Fair market value of all other assets (see page 24 of the instructions)	<b>1c</b>	8,000,000.
<b>d</b>	<b>Total</b> (add lines 1a, b, and c)	<b>1d</b>	7,544,525,379.
<b>e</b>	Reduction claimed for blockage or other factors reported on lines 1a and 1c (attach detailed explanation)	<b>1e</b>	
<b>2</b>	Acquisition indebtedness applicable to line 1 assets	<b>2</b>	0.
<b>3</b>	Subtract line 2 from line 1d	<b>3</b>	7,544,525,379.
<b>4</b>	Cash deemed held for charitable activities. Enter 1 1/2 % of line 3 (for greater amount, see page 25 of the instructions)	<b>4</b>	113,167,881.
<b>5</b>	<b>Net value of noncharitable-use assets.</b> Subtract line 4 from line 3. Enter here and on Part V, line 4	<b>5</b>	7,431,357,498.
<b>6</b>	<b>Minimum investment return.</b> Enter 5% of line 5	<b>6</b>	371,567,875.

**Part XI Distributable Amount** (see page 25 of the instructions) (Section 4942(j)(3) and (j)(5) private operating foundations and certain foreign organizations check here ☐ and do not complete this part.)

<b>1</b>	Minimum investment return from Part X, line 6	<b>1</b>	371,567,875.
<b>2a</b>	Tax on investment income for 2009 from Part VI, line 5	<b>2a</b>	638,333.
<b>b</b>	Income tax for 2009. (This does not include the tax from Part VI.)	<b>2b</b>	
<b>c</b>	Add lines 2a and 2b	<b>2c</b>	638,333.
<b>3</b>	Distributable amount before adjustments. Subtract line 2c from line 1	<b>3</b>	370,929,542.
<b>4</b>	Recoveries of amounts treated as qualifying distributions	<b>4</b>	8,253,528.
<b>5</b>	Add lines 3 and 4	<b>5</b>	379,183,070.
<b>6</b>	Deduction from distributable amount (see page 25 of the instructions)	<b>6</b>	
<b>7</b>	<b>Distributable amount</b> as adjusted. Subtract line 6 from line 5. Enter here and on Part XIII, line 1	<b>7</b>	379,183,070.

**Part XII Qualifying Distributions**(see page 25 of the instructions)

<b>1</b>	Amounts paid (including administrative expenses) to accomplish charitable, etc., purposes:		
<b>a</b>	Expenses, contributions, gifts, etc. - total from Part I, column (d), line 26	<b>1a</b>	452,311,949.
<b>b</b>	Program-related investments - total from Part IX-B	<b>1b</b>	3,500,000.
<b>2</b>	Amounts paid to acquire assets used (or held for use) directly in carrying out charitable, etc., purposes	<b>2</b>	3,994,743.
<b>3</b>	Amounts set aside for specific charitable projects that satisfy the:		
<b>a</b>	Suitability test (prior IRS approval required)	<b>3a</b>	0.
<b>b</b>	Cash distribution test (attach the required schedule)	<b>3b</b>	0.
<b>4</b>	<b>Qualifying distributions.</b> Add lines 1a through 3b. Enter here and on Part V, line 8, and Part XIII, line 4	<b>4</b>	459,806,692.
<b>5</b>	Foundations that qualify under section 4940(e) for the reduced rate of tax on net investment income. Enter 1% of Part I, line 27b (see page 26 of the instructions)	<b>5</b>	638,333.
<b>6</b>	<b>Adjusted qualifying distributions.</b> Subtract line 5 from line 4	<b>6</b>	459,168,359.

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

**Part XIII Undistributed Income** (see page 26 of the instructions)

	(a) Corpus	(b) Years prior to 2008	(c) 2008	(d) 2009
<b>1</b> Distributable amount for 2009 from Part XI, line 7 . . . . .				379,183,070.
<b>2</b> Undistributed income, if any, as of the end of 2009:				
<b>a</b> Enter amount for 2008 only . . . . .			0.	
<b>b</b> Total for prior years: 20 07, 20 06, 20 05 . . . . .				
<b>3</b> Excess distributions carryover, if any, to 2009:				
<b>a</b> From 2004 . . . . .				
<b>b</b> From 2005 . . . . .				
<b>c</b> From 2006 . . . . .				
<b>d</b> From 2007 . . . . .				
<b>e</b> From 2008 . . . . . 19,444,850.				
<b>f</b> <b>Total</b> of lines 3a through e . . . . .	19,444,850.			
<b>4</b> Qualifying distributions for 2009 from Part XII, line 4: ► \$ 459,806,692.				
<b>a</b> Applied to 2008, but not more than line 2a . . . . .			0.	
<b>b</b> Applied to undistributed income of prior years (Election required - see page 26 of the instructions) . . . . .				
<b>c</b> Treated as distributions out of corpus (Election required - see page 26 of the instructions) . . . . .				
<b>d</b> Applied to 2009 distributable amount . . . . .				379,183,070.
<b>e</b> Remaining amount distributed out of corpus . . . . .	80,623,622.			
<b>5</b> Excess distributions carryover applied to 2009 . (If an amount appears in column (d), the same amount must be shown in column (a).)				
<b>6</b> <b>Enter the net total of each column as indicated below:</b>				
<b>a</b> Corpus. Add lines 3f, 4c, and 4e. Subtract line 5 . . . . .	100,068,472.			
<b>b</b> Prior years' undistributed income. Subtract line 4b from line 2b . . . . .				
<b>c</b> Enter the amount of prior years' undistributed income for which a notice of deficiency has been issued, or on which the section 4942(a) tax has been previously assessed. . . . .				
<b>d</b> Subtract line 6c from line 6b. Taxable amount - see page 27 of the instructions . . . . .				
<b>e</b> Undistributed income for 2008. Subtract line 4a from line 2a. Taxable amount - see page 27 of the instructions . . . . .			0.	
<b>f</b> Undistributed income for 2009. Subtract lines 4d and 5 from line 1. This amount must be distributed in 2010 . . . . .				0.
<b>7</b> Amounts treated as distributions out of corpus to satisfy requirements imposed by section 170(b)(1)(F) or 4942(g)(3) (see page 27 of the instructions) . . . . .				
<b>8</b> Excess distributions carryover from 2004 not applied on line 5 or line 7 (see page 27 of the instructions) . . . . .				
<b>9</b> <b>Excess distributions carryover to 2010.</b> Subtract lines 7 and 8 from line 6a . . . . .	100,068,472.			
<b>10</b> Analysis of line 9:				
<b>a</b> Excess from 2005 . . . . .				
<b>b</b> Excess from 2006 . . . . .				
<b>c</b> Excess from 2007 . . . . .				
<b>d</b> Excess from 2008 . . . . . 19,444,850.				
<b>e</b> Excess from 2009 . . . . . 80,623,622.				

**Part XIV Private Operating Foundations** (see page 27 of the instructions and Part VII-A, question 9) NOT APPLICABLE

**1 a** If the foundation has received a ruling or determination letter that it is a private operating foundation, and the ruling is effective for 2009, enter the date of the ruling . . . . . ▶

**b** Check box to indicate whether the foundation is a private operating foundation described in section

☐ 4942(j)(3) or ☐ 4942(j)(5)

	Tax year	Prior 3 years			(e) Total
	(a) 2009	(b) 2008	(c) 2007	(d) 2006	
<b>2 a</b> Enter the lesser of the adjusted net income from Part I or the minimum investment return from Part X for each year listed . . . . .					
<b>b</b> 85% of line 2a . . . . .					
<b>c</b> Qualifying distributions from Part XII, line 4 for each year listed . . . . .					
<b>d</b> Amounts included in line 2c not used directly for active conduct of exempt activities . . . . .					
<b>e</b> Qualifying distributions made directly for active conduct of exempt activities. Subtract line 2d from line 2c . . . . .					
<b>3</b> Complete 3a, b, or c for the alternative test relied upon:					
<b>a</b> "Assets" alternative test - enter:					
<b>(1)</b> Value of all assets . . . . .					
<b>(2)</b> Value of assets qualifying under section 4942(j)(3)(B)(i) . . . . .					
<b>b</b> "Endowment" alternative test - enter 2/3 of minimum investment return shown in Part X, line 6 for each year listed . . . . .					
<b>c</b> "Support" alternative test - enter:					
<b>(1)</b> Total support other than gross investment income (interest, dividends, rents, payments on securities loans (section 512(a)(5)), or royalties) . . . . .					
<b>(2)</b> Support from general public and 5 or more exempt organizations as provided in section 4942(j)(3)(B)(iii) . . . . .					
<b>(3)</b> Largest amount of support from an exempt organization . . . . .					
<b>(4)</b> Gross investment income . . . . .					

**Part XV Supplementary Information** (Complete this part only if the foundation had \$5,000 or more in assets at any time during the year - see page 28 of the 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).)

N/A

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

N/A

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

Check here ☐ if the foundation only makes contributions to preselected charitable organizations and does not accept unsolicited requests for funds. If the foundation makes gifts, grants, etc. (see page 28 of the instructions) to individuals or organizations under other conditions, complete items 2a, b, c, and d.

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

ATTACHMENT 21

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

ATTACHMENT 22

**c** Any submission deadlines:

ATTACHMENT 23

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

ATTACHMENT 24

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

Recipient	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
Name and address (home or business)				
<b>a</b> <i>Paid during the year</i>  ATTACHMENT 25				
<b>Total</b> .....			<b>3a</b>	354,956,931.
<b>b</b> <i>Approved for future payment</i>  ATTACHMENT 26				
<b>Total</b> .....			<b>3b</b>	186,810,485.

Form **990-PF** (2009)

**Part XVI-A Analysis of Income-Producing Activities**

Enter gross amounts unless otherwise indicated.

Enter gross amounts unless otherwise indicated.		Unrelated business income		Excluded by section 512, 513, or 514		(e) Related or exempt function income (See page 28 of the instructions.)
		(a) Business code	(b) Amount	(c) Exclusion code	(d) Amount	
<b>1</b> Program service revenue:						
<b>a</b> _____						
<b>b</b> _____						
<b>c</b> _____						
<b>d</b> _____						
<b>e</b> _____						
<b>f</b> _____						
<b>g</b> Fees and contracts from government agencies						
<b>2</b> Membership dues and assessments . . . . .						
<b>3</b> Interest on savings and temporary cash investments				14	1,455,026.	
<b>4</b> Dividends and interest from securities . . . . .		900000	1,721,133.	14	95,778,380.	
<b>5</b> Net rental income or (loss) from real estate:						
<b>a</b> Debt-financed property . . . . .						
<b>b</b> Not debt-financed property . . . . .						
<b>6</b> Net rental income or (loss) from personal property .						
<b>7</b> Other investment income . . . . .				14	9,153,263.	
<b>8</b> Gain or (loss) from sales of assets other than inventory		900000	15,600,567.	14	62,527,558.	
<b>9</b> Net income or (loss) from special events . . . .						
<b>10</b> Gross profit or (loss) from sales of inventory . .						
<b>11</b> Other revenue: <b>a</b> _____						
<b>b</b> _____						
<b>c</b> _____						
<b>d</b> _____						
<b>e</b> _____						
<b>12</b> Subtotal. Add columns (b), (d), and (e) . . . . .			17,321,700.		168,914,227.	
<b>13</b> <b>Total.</b> Add line 12, columns (b), (d), and (e) . . . . .						186,235,927.

(See worksheet in line 13 instructions on page 28 to verify calculations.)

## Part XVI-B Relationship of Activities to the Accomplishment of Exempt Purposes

[illegible]



FORM 990PF - GENERAL EXPLANATION ATTACHMENT

## PART IX A - SUMMARY OF DIRECT CHARITABLE ACTIVITIES

## FORM 990-PF, PART IX-A-SUMMARY OF DIRECT CHARITABLE ACTIVITIES

IMPROVING HEALTH AND HEALTH CARE FOR VULNERABLE POPULATIONS - PROGRAMS THAT PROMOTE NEW APPROACHES TO MEET THE HEALTH NEEDS OF LOW-INCOME COMMUNITIES, THAT CUT ACROSS MULTIPLE SERVICE SYSTEMS AND THAT DEVELOP AND REPLICATE SUCCESSFUL MODELS THAT ADDRESS POOR HEALTH STATUS IN THE CONTEXT OF FACTORS SUCH AS EDUCATION, HOUSING, POVERTY AND THE PHYSICAL ENVIRONMENT.

\$ 9,685,523

BUILDING HUMAN CAPITAL - PROGRAMS AND ACTIVITIES TO PREPARE HEALTH PROFESSIONALS FOR LEADERSHIP; ENHANCE THE SKILLS AND CAREERS OF FRONTLINE HEALTH WORKERS; TRAIN SCHOLARS TO CONDUCT HEALTH POLICY AND SYSTEMS RESEARCH; ENCOURAGE YOUTH TO PURSUE HEALTH CAREERS; AND PROMOTE DIVERSITY IN THE HEALTH WORKFORCE TO SERVE THE NEEDS OF A CHANGING POPULATION. INCLUDES PROGRAMS TO IMPROVE PATIENT CARE AND COMMUNITY HEALTH BY REINFORCING THE ROLE OF NURSES IN HOSPITAL AND AMBULATORY SETTINGS AND IN PUBLIC HEALTH SYSTEMS; TO REDUCE THE NATIONWIDE NURSING SHORTAGE AND INCREASE PRODUCTION OF NURSING FACULTY TO MEET GROWING DEMANDS FOR WELL-TRAINED NURSES.

\$ 9,619,049

QUALITY AND EQUALITY IN HEALTH CARE - PROGRAMS TO IMPROVE THE QUALITY OF HEALTH CARE IN SPECIFIC REGIONS OF THE U.S., TO MEASURE AND REPORT PUBLICLY AND TRANSPARENTLY ON THE QUALITY OF CARE, TO REDUCE DISPARITIES IN CARE AMONG U.S. POPULATIONS, AND TO ENGAGE AND ENCOURAGE CONSUMERS TO MAKE INFORMED CHOICES ABOUT THEIR CARE.

\$ 8,163,899

CHILDHOOD OBESITY - PROGRAMS THAT HELP TO REVERSE THE EPIDEMIC OF CHILDHOOD OBESITY BY 2015, PARTICULARLY AMONG CHILDREN AND FAMILIES AT GREATEST RISK, BY IMPROVING AND PROMOTING ACCESS TO AFFORDABLE HEALTHY FOODS AND INCREASING OPPORTUNITIES FOR PHYSICAL ACTIVITY IN SCHOOLS AND COMMUNITIES.

\$ 6,528,122

OTHER - NATIONWIDE PROGRAMS TO REVITALIZE PUBLIC HEALTH SYSTEMS, SERVICES AND POLICIES THAT PROTECT, PROMOTE, AND PRESERVE THE HEALTH OF ALL AMERICANS; TO CREATE AND PROMOTE INNOVATIONS THAT MAY RESULT IN SOLUTIONS AT THE CUTTING EDGE OF HEALTH AND HEALTH CARE; AND LOCALLY-BASED PROJECTS THAT PROMOTE THE HEALTH AND HEALTH CARE OF NEW JERSEYANS.

\$16,920,538

TOTAL: \$50,917,131