			"" PO	BLIC DISCLOSURE CO	JPI ^^			
	0	00	Return of Org	anization Exempt	From l	ncome T	ax	OMB No. 1545-0047
Forr	n Y	90		4947(a)(1) of the Internal Revenue				s) 2019
•		uary 2020)	Do not enter soc	ial security numbers on this form	as it may b	e made public.		Open to Public
Depa Intern	rtment c al Reve	of the Treasury enue Service	Go to www.irs	.gov/Form990 for instructions an	d the latest	information.		Inspection
AF	or the	e 2019 calend	lar year, or tax year beginning	JUL 1, 2019 and	lending J	UN 30, 2020		
Bc	heck if pplicabl	C Name o	f organization			D Employer	identific	ation number
a	pplicabl Addre							
	Name Chang	ge Doing b	usiness as			94-14	59048	
	Initial return	Number	r and street (or P.O. box if mail is n	ot delivered to street address)	Room/suite	E Telephone	number	
	Final	U	RD STREET, 3RD FLOOR			415-580	0-4200	
	termin ated	City or t	own, state or province, country,	and ZIP or foreign postal code		G Gross receipts	\$	533,787,888.
	Amen	J SAN FF	RANCISCO, CA 94107			H(a) Is this a g	group ret	
	Applic tion pendir	ng F Name a	nd address of principal officer: ^B	RENT WILLMAN		for subor	rdinates?	? Yes 🔟 No
		SAME AS	C ABOVE			H(b) Are all subo	rdinates inc	No Yes
		empt status:) < (insert no.) 4947(a)(1)	or 527	lf "No," a	ttach a l	ist. (see instructions)
-		te: 🏲 PAC-12				H(c) Group ex		
		f organization:	Corporation Trust	Association X Other VNIN	C L Year	of formation: 19	59 M	State of legal domicile: CA
Ра	rt I	Summary						
θ	1			most significant activities: SUPPOR	T STUDENI	-ATHLETE AT	HLETIC	
Governance				ITH MEMBER UNIVERSITIES.				
ern			, 0	liscontinued its operations or dispo				
Š			ting members of the governing b					12
ళ				e governing body (Part VI, line 1b)				267
ies				dar year 2019 (Part V, line 2a)				
Activities				ary)				
Ac				II, column (C), line 12				14,265,563. 4,440,931.
	D	Net unrelated	business taxable income from F	orm 990-T, line 39			7b	4,440,551.
						Duiau Vaau		Ourse and Malan
	Q	Contributions	and grants (Part VIII, line 1h)			Prior Year 5 110		Current Year 3 543 309.
ant	8 9					5,110	,786.	3,543,309.
venue	9	Program servi	ice revenue (Part VIII, line 2g)			5,110 524,933	,786. ,048.	3,543,309. 529,930,891.
Revenue	9 10	Program servi Investment in	ice revenue (Part VIII, line 2g) come (Part VIII, column (A), lines	3, 4, and 7d)	······	5,110 524,933	,786.	3,543,309.
Revenue	9 10 11	Program servi Investment in Other revenue	ice revenue (Part VIII, line 2g) come (Part VIII, column (A), lines e (Part VIII, column (A), lines 5, 60	3, 4, and 7d) d, 8c, 9c, 10c, and 11e)		5,110 524,933 309	,786. ,048. ,775. 0.	3,543,309. 529,930,891. 313,688. 0.
Revenue	9 10 11 12	Program servi Investment in Other revenue Total revenue	ice revenue (Part VIII, line 2g) come (Part VIII, column (A), lines e (Part VIII, column (A), lines 5, 6d - add lines 8 through 11 (must e	3, 4, and 7d) d, 8c, 9c, 10c, and 11e) qual Part VIII, column (A), line 12)		5,110 524,933	,786. ,048. ,775. 0. ,609.	3,543,309. 529,930,891. 313,688.
Revenue	9 10 11 <u>12</u> 13	Program servi Investment in Other revenue Total revenue Grants and si	ice revenue (Part VIII, line 2g) come (Part VIII, column (A), lines e (Part VIII, column (A), lines 5, 6d - add lines 8 through 11 (must e milar amounts paid (Part IX, colu	3, 4, and 7d) d, 8c, 9c, 10c, and 11e) qual Part VIII, column (A), line 12) mn (A), lines 1-3)		5,110 524,933 309 530,353	,786. ,048. ,775. 0. ,609.	3,543,309. 529,930,891. 313,688. 0. 533,787,888.
	9 10 11 <u>12</u> 13 14	Program servi Investment in Other revenue Total revenue Grants and sin Benefits paid	ice revenue (Part VIII, line 2g) come (Part VIII, column (A), lines e (Part VIII, column (A), lines 5, 6d - add lines 8 through 11 (must e milar amounts paid (Part IX, colu to or for members (Part IX, colur	3, 4, and 7d) d, 8c, 9c, 10c, and 11e) qual Part VIII, column (A), line 12) mn (A), lines 1-3) nn (A), line 4)		5,110 524,933 309 530,353	,786. ,048. ,775. 0. ,609. ,042. 0.	3,543,309. 529,930,891. 313,688. 0. 533,787,888. 402,974,418.
	9 10 11 12 13 14 15	Program servi Investment in Other revenue Total revenue Grants and si Benefits paid Salaries, othe	ice revenue (Part VIII, line 2g) come (Part VIII, column (A), lines e (Part VIII, column (A), lines 5, 6d - add lines 8 through 11 (must e milar amounts paid (Part IX, colu to or for members (Part IX, colur r compensation, employee bene	3, 4, and 7d) d, 8c, 9c, 10c, and 11e) qual Part VIII, column (A), line 12) mn (A), lines 1-3) nn (A), line 4) fits (Part IX, column (A), lines 5-10)		5,110 524,933 309 530,353 386,798	,786. ,048. ,775. 0. ,609. ,042. 0.	3,543,309. 529,930,891. 313,688. 0. 533,787,888. 402,974,418. 0.
penses Revenue	9 10 11 12 13 14 15 16a	Program servi Investment in Other revenue Total revenue Grants and sii Benefits paid Salaries, othe Professional f	ice revenue (Part VIII, line 2g) come (Part VIII, column (A), lines e (Part VIII, column (A), lines 5, 6d - add lines 8 through 11 (must e milar amounts paid (Part IX, colu to or for members (Part IX, colur r compensation, employee bene undraising fees (Part IX, column	3, 4, and 7d) d, 8c, 9c, 10c, and 11e) qual Part VIII, column (A), line 12) mn (A), lines 1-3) nn (A), line 4) fits (Part IX, column (A), lines 5-10) (A), line 11e)		5,110 524,933 309 530,353 386,798	,786. ,048. ,775. 0. ,609. ,042. 0. ,569.	3,543,309. 529,930,891. 313,688. 0. 533,787,888. 402,974,418. 0. 40,571,322.
enses	9 10 11 12 13 14 15 16a b	Program servi Investment in Other revenue Total revenue Grants and sii Benefits paid Salaries, othe Professional f Total fundrais	ice revenue (Part VIII, line 2g) come (Part VIII, column (A), lines e (Part VIII, column (A), lines 5, 6d - add lines 8 through 11 (must e milar amounts paid (Part IX, colu to or for members (Part IX, colur r compensation, employee bene undraising fees (Part IX, column ing expenses (Part IX, column (D	3, 4, and 7d) d, 8c, 9c, 10c, and 11e) qual Part VIII, column (A), line 12) mn (A), lines 1-3) nn (A), line 4) fits (Part IX, column (A), lines 5-10) (A), line 11e)), line 25) ▶		5,110 524,933 309 530,353 386,798	,786. ,048. ,775. 0. ,609. ,042. 0. ,569. 0.	3,543,309. 529,930,891. 313,688. 0. 533,787,888. 402,974,418. 0. 40,571,322.
benses	9 10 11 12 13 14 15 16a b 17	Program servi Investment in Other revenue Total revenue Grants and sii Benefits paid Salaries, othe Professional f Total fundrais Other expens	ice revenue (Part VIII, line 2g) come (Part VIII, column (A), lines e (Part VIII, column (A), lines 5, 6d - add lines 8 through 11 (must e milar amounts paid (Part IX, colu to or for members (Part IX, colur r compensation, employee bene undraising fees (Part IX, column ing expenses (Part IX, column (D es (Part IX, column (A), lines 11a	3, 4, and 7d) d, 8c, 9c, 10c, and 11e) qual Part VIII, column (A), line 12) mn (A), lines 1-3) nn (A), line 4) fits (Part IX, column (A), lines 5-10) (A), line 11e))), line 25) ▶	0.	5,110 524,933 309 530,353 386,798 39,227	,786. ,048. ,775. 0. ,609. ,042. 0. ,569. 0. ,039.	3,543,309. 529,930,891. 313,688. 0. 533,787,888. 402,974,418. 0. 40,571,322. 0.
Expenses	9 10 11 12 13 14 15 16a b 17 18 19	Program servi Investment in Other revenue Total revenue Grants and sin Benefits paid Salaries, othe Professional f Total fundrais Other expense Total expense	ice revenue (Part VIII, line 2g) come (Part VIII, column (A), lines e (Part VIII, column (A), lines 5, 6d - add lines 8 through 11 (must e milar amounts paid (Part IX, colur to or for members (Part IX, colur r compensation, employee bene undraising fees (Part IX, column ing expenses (Part IX, column (D es (Part IX, column (A), lines 11a es. Add lines 13-17 (must equal F	3, 4, and 7d) d, 8c, 9c, 10c, and 11e) qual Part VIII, column (A), line 12) mn (A), lines 1-3) nn (A), line 4) fits (Part IX, column (A), lines 5-10) (A), line 11e)), line 25) ▶		5,110 524,933 309 530,353 386,798 39,227 92,828	,786. ,048. ,775. 0. ,609. ,042. 0. ,569. 0. ,039. ,650.	3,543,309. 529,930,891. 313,688. 0. 533,787,888. 402,974,418. 0. 40,571,322. 0. 88,841,095.
Expenses	9 10 11 12 13 14 15 16a b 17 18 19	Program servi Investment in Other revenue Total revenue Grants and sin Benefits paid Salaries, othe Professional f Total fundrais Other expense Total expense	ice revenue (Part VIII, line 2g) come (Part VIII, column (A), lines e (Part VIII, column (A), lines 5, 6d - add lines 8 through 11 (must e milar amounts paid (Part IX, colur to or for members (Part IX, colur r compensation, employee bene undraising fees (Part IX, column ing expenses (Part IX, column (D es (Part IX, column (A), lines 11a es. Add lines 13-17 (must equal F	3, 4, and 7d) d, 8c, 9c, 10c, and 11e) qual Part VIII, column (A), line 12) mn (A), lines 1-3) nn (A), line 4) fits (Part IX, column (A), lines 5-10) (A), line 11e)), line 25) ▶ -11d, 11f-24e) Part IX, column (A), line 25)	0.	5,110 524,933 309 530,353 386,798 39,227 92,828 518,853	,786. ,048. ,775. 0. ,609. ,042. 0. ,569. 0. ,569. 0. ,039. ,650. ,959.	3,543,309. 529,930,891. 313,688. 0. 533,787,888. 402,974,418. 0. 40,571,322. 0. 88,841,095. 532,386,835.
Expenses	9 10 11 12 13 14 15 16a b 17 18 19	Program servi Investment in Other revenue Grants and si Benefits paid Salaries, othe Professional f Total fundrais Other expense Total expense Revenue less	ice revenue (Part VIII, line 2g) come (Part VIII, column (A), lines e (Part VIII, column (A), lines 5, 6d - add lines 8 through 11 (must e milar amounts paid (Part IX, colur to or for members (Part IX, colur r compensation, employee bene undraising fees (Part IX, column ing expenses (Part IX, column (D es (Part IX, column (A), lines 11a es. Add lines 13-17 (must equal F expenses. Subtract line 18 from	3, 4, and 7d) d, 8c, 9c, 10c, and 11e) qual Part VIII, column (A), line 12) mn (A), lines 1-3) nn (A), line 4) fits (Part IX, column (A), lines 5-10) (A), line 11e)), line 25) ▶ -11d, 11f-24e) Part IX, column (A), line 25)	0. Be	5,110 524,933 309 530,353 386,798 39,227 92,828 518,853 11,499	,786. ,048. ,775. 0. ,609. ,042. 0. ,569. 0. ,569. 0. ,039. ,650. ,959. tt Year	3,543,309. 529,930,891. 313,688. 0. 533,787,888. 402,974,418. 0. 40,571,322. 0. 88,841,095. 532,386,835. 1,401,053.
Assets or Balances Expenses	9 10 11 12 13 14 15 16a b 17 18 19 20 21	Program servi Investment in Other revenue Grants and si Benefits paid Salaries, othe Professional f Total fundrais Other expense Revenue less Total assets (I	ice revenue (Part VIII, line 2g) come (Part VIII, column (A), lines e (Part VIII, column (A), lines 5, 6d - add lines 8 through 11 (must e milar amounts paid (Part IX, colur to or for members (Part IX, colur r compensation, employee bene undraising fees (Part IX, column ing expenses (Part IX, column (D es (Part IX, column (A), lines 11a es. Add lines 13-17 (must equal F expenses. Subtract line 18 from	3, 4, and 7d) d, 8c, 9c, 10c, and 11e) qual Part VIII, column (A), line 12) mn (A), lines 1-3) mn (A), line 4) fits (Part IX, column (A), lines 5-10) (A), line 11e)), line 25) ▶ -11d, 11f-24e) Part IX, column (A), line 25) line 12	0. Be	5,110 524,933 309 530,353 386,798 39,227 92,828 518,853 11,499 ginning of Currer	,786. ,048. ,775. 0. ,609. ,042. 0. ,569. 0. ,569. 0. ,039. ,650. ,959. tt Year ,020.	3,543,309. 529,930,891. 313,688. 0. 533,787,888. 402,974,418. 0. 40,571,322. 0. 88,841,095. 532,386,835. 1,401,053. End of Year
Net Assets or Expenses	9 10 11 12 13 14 15 16a b 17 18 19 20 21 22	Program servi Investment in Other revenue Grants and si Benefits paid Salaries, othe Professional f Total fundrais Other expense Total expense Revenue less Total assets (I Total liabilities Net assets or	ice revenue (Part VIII, line 2g) come (Part VIII, column (A), lines e (Part VIII, column (A), lines 5, 6d - add lines 8 through 11 (must e milar amounts paid (Part IX, colur to or for members (Part IX, colur r compensation, employee bene undraising fees (Part IX, column (D es (Part IX, column (A), lines 11a es. Add lines 13-17 (must equal F expenses. Subtract line 18 from Part X, line 16) s (Part X, line 26) fund balances. Subtract line 21	3, 4, and 7d) d, 8c, 9c, 10c, and 11e) qual Part VIII, column (A), line 12) mn (A), lines 1-3) mn (A), line 4) fits (Part IX, column (A), lines 5-10) (A), line 11e)), line 25) ▶ -11d, 11f-24e) Part IX, column (A), line 25) line 12	0. Be	5,110 524,933 309 530,353 386,798 39,227 92,828 518,853 11,499 ginning of Currer 103,442	,786. ,048. ,775. 0. ,609. ,042. 0. ,569. 0. ,569. 0. ,039. ,650. ,959. tt Year ,020. ,290.	3,543,309. 529,930,891. 313,688. 0. 533,787,888. 402,974,418. 0. 40,571,322. 0. 88,841,095. 532,386,835. 1,401,053. End of Year 100,696,130.
The Assets or Expenses	9 10 11 12 13 14 15 16a b 17 18 19 20 21 22 rt II	Program servi Investment in Other revenue Grants and si Benefits paid Salaries, othe Professional f Total fundrais Other expense Revenue less Total assets (I Total liabilities Net assets or Signature	ice revenue (Part VIII, line 2g) come (Part VIII, column (A), lines e (Part VIII, column (A), lines 5, 6d - add lines 8 through 11 (must e milar amounts paid (Part IX, colur to or for members (Part IX, colur r compensation, employee bene undraising fees (Part IX, column (D es (Part IX, column (A), lines 11a es. Add lines 13-17 (must equal F expenses. Subtract line 18 from Part X, line 16) s (Part X, line 26) fund balances. Subtract line 21 e Block	3, 4, and 7d) d, 8c, 9c, 10c, and 11e) qual Part VIII, column (A), line 12) mn (A), lines 1-3) mn (A), line 4) fits (Part IX, column (A), lines 5-10) (A), line 11e)), line 25) ▶ -11d, 11f-24e) Part IX, column (A), line 25) line 12 from line 20	0. Be	5,110 524,933 309 530,353 386,798 39,227 92,828 518,853 11,499 ginning of Currer 103,442 86,948 16,493	,786. ,048. ,775. 0. ,609. ,042. 0. ,569. 0. ,569. 0. ,039. ,650. ,959. ht Year ,020. ,290. ,730.	3,543,309. 529,930,891. 313,688. 0. 533,787,888. 402,974,418. 0. 40,571,322. 0. 88,841,095. 532,386,835. 1,401,053. End of Year 100,696,130. 82,801,347. 17,894,783.
De De Renderson Expenses	9 10 11 12 13 14 15 16a b 17 18 19 20 21 22 crt II	Program servi Investment in Other revenue Grants and sii Benefits paid Salaries, othe Professional f Total fundrais Other expense Total expense Revenue less Total liabilities Net assets or Signature alties of perjury,	ice revenue (Part VIII, line 2g) come (Part VIII, column (A), lines e (Part VIII, column (A), lines 5, 6d - add lines 8 through 11 (must e milar amounts paid (Part IX, colur to or for members (Part IX, colur r compensation, employee bene undraising fees (Part IX, column ing expenses (Part IX, column (D es (Part IX, column (A), lines 11a es. Add lines 13-17 (must equal F expenses. Subtract line 18 from Part X, line 16) s (Part X, line 26) fund balances. Subtract line 21 e Block	3, 4, and 7d)	0. Be	5,110 524,933 309 530,353 386,798 39,227 92,828 518,853 11,499 ginning of Currer 103,442 86,948 16,493	,786. ,048. ,775. 0. ,609. ,042. 0. ,569. 0. ,569. 0. ,039. ,650. ,959. ht Year ,020. ,290. ,730.	3,543,309. 529,930,891. 313,688. 0. 533,787,888. 402,974,418. 0. 40,571,322. 0. 88,841,095. 532,386,835. 1,401,053. End of Year 100,696,130. 82,801,347. 17,894,783.
De De Renderson Expenses	9 10 11 12 13 14 15 16a b 17 18 19 20 21 22 crt II	Program servi Investment in Other revenue Grants and sii Benefits paid Salaries, othe Professional f Total fundrais Other expense Total expense Revenue less Total liabilities Net assets or Signature alties of perjury,	ice revenue (Part VIII, line 2g) come (Part VIII, column (A), lines e (Part VIII, column (A), lines 5, 6d - add lines 8 through 11 (must e milar amounts paid (Part IX, colur to or for members (Part IX, colur r compensation, employee bene undraising fees (Part IX, column ing expenses (Part IX, column (D es (Part IX, column (A), lines 11a es. Add lines 13-17 (must equal F expenses. Subtract line 18 from Part X, line 16) s (Part X, line 26) fund balances. Subtract line 21 e Block	3, 4, and 7d) d, 8c, 9c, 10c, and 11e) qual Part VIII, column (A), line 12) mn (A), lines 1-3) mn (A), line 4) fits (Part IX, column (A), lines 5-10) (A), line 11e)), line 25) ▶ -11d, 11f-24e) Part IX, column (A), line 25) line 12 from line 20	0. Be	5,110 524,933 309 530,353 386,798 39,227 92,828 518,853 11,499 ginning of Currer 103,442 86,948 16,493	,786. ,048. ,775. 0. ,609. ,042. 0. ,569. 0. ,569. 0. ,039. ,650. ,959. ht Year ,020. ,290. ,730.	3,543,309. 529,930,891. 313,688. 0. 533,787,888. 402,974,418. 0. 40,571,322. 0. 88,841,095. 532,386,835. 1,401,053. End of Year 100,696,130. 82,801,347. 17,894,783.
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in the sets or the set of t	9 10 11 12 13 14 15 16a b 17 18 19 20 21 22 urt II 22 urt II	Program servi Investment in Other revenue Grants and sii Benefits paid Salaries, othe Professional f Total fundrais Other expense Revenue less Total assets (I Total liabilities Net assets or Signature alties of perjury, ct, and complete	ice revenue (Part VIII, line 2g) come (Part VIII, column (A), lines e (Part VIII, column (A), lines 5, 6d - add lines 8 through 11 (must e milar amounts paid (Part IX, colur to or for members (Part IX, colur r compensation, employee bene undraising fees (Part IX, column ing expenses (Part IX, column (D es (Part IX, column (A), lines 11a es. Add lines 13-17 (must equal F expenses. Subtract line 18 from Part X, line 16) s (Part X, line 26) fund balances. Subtract line 21 - e Block I declare that I have examined this re . Declaration of preparer (other than e of officer	3, 4, and 7d)	0. Be	5,110 524,933 309 530,353 386,798 39,227 92,828 518,853 11,499 ginning of Currer 103,442 86,948 16,493	,786. ,048. ,775. 0. ,609. ,042. 0. ,569. 0. ,569. 0. ,039. ,650. ,959. ht Year ,020. ,290. ,730.	3,543,309. 529,930,891. 313,688. 0. 533,787,888. 402,974,418. 0. 40,571,322. 0. 88,841,095. 532,386,835. 1,401,053. End of Year 100,696,130. 82,801,347. 17,894,783.
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	SAN FRANCISCO, CA 94105	Phone no.415-956-1500
May the IF	RS discuss this return with the preparer shown above? (see instructions)	X Yes
932001 01-20	LHA For Paperwork Reduction Act Notice, see the separate instructions.	Form 99(

	m 990 (2019) PAC-12 CONFERENCE	94-14590	¹⁸ Page 2
Pa	art III Statement of Program Service Accomplishments		
	Check if Schedule O contains a response or note to any line in this Part III		X
1	Briefly describe the organization's mission: SEE SCHEDULE O		
2	Did the organization undertake any significant program services during the year which w prior Form 990 or 990-EZ?		Yes X No
	prior Form 990 or 990-EZ? If "Yes," describe these new services on Schedule O.		
3	Did the organization cease conducting, or make significant changes in how it conducts,	any program services?	Yes X No
	If "Yes," describe these changes on Schedule O.		
4	Describe the organization's program service accomplishments for each of its three large	st program services, as measured by ex	kpenses.
	Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants	and allocations to others, the total exp	enses, and
	revenue, if any, for each program service reported. (Code:) (Expenses \$ 484,745,361. including grants of \$ 4	00.074.440	F00 000 001
4a	I (Code:) (Expenses \$484, 745, 361. including grants of \$4 THE PAC-12 CONFERENCE ADMINISTERS PROGRAMS FOR AND SERVES ITS MEM		529,930,891.)
	INSTITUTIONS; COORDINATES REVENUES RECEIVED FROM TELEVISION CONTR		
	POSTSEASON BOWL AGREEMENTS, BASKETBALL TOURNAMENTS, AFFILIATE REV		
	ADVERTISING & SPONSORSHIPS; AND DETERMINES DISTRIBUTIONS TO MEMBE	•	
	INSTITUTIONS TO FUND ATHLETIC PROGRAMS FOR THE BENEFIT OF		
	STUDENT-ATHLETES. ADDITIONALLY, THE CONFERENCE RECEIVES AND ADMIN	IISTERS	
	AN NCAA GRANT RESTRICTED TO IMPROVING OFFICIATING PROGRAMS, ENHAN		
	ENFORCEMENT AND COMPLIANCE OF NCAA RULES AND REGULATIONS AND ENHA	ANCING	
	OPPORTUNITIES FOR WOMEN AND MINORITY ADMINISTRATORS.		
4b	(Code:) (Expenses \$ including grants of \$)
-10	(code:) (Expenses ϕ including grants of ϕ) (nevenue ¢)
4c	: (Code:) (Expenses \$ including grants of \$) (Revenue \$)
		, , , ,	,
4d	Other program services (Describe on Schedule O.)		
	(Expenses \$ including grants of \$)	(Revenue \$)
4e	Total program service expenses A84,745,361.		000
			Form 990 (2019)
∂ 32002	⁰⁰² 01-20-20 2		
	<u></u>		

_	990 (2019) PAC-12 CONFERENCE 94-145904	18	Р	_{age} 3
Pa	t IV Checklist of Required Schedules			
			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)?			
	If "Yes," complete Schedule A	1	Х	
2	Is the organization required to complete Schedule B, Schedule of Contributors?	2	Х	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for			
	public office? If "Yes," complete Schedule C, Part I	3		X
4	Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect			
	during the tax year? If "Yes," complete Schedule C, Part II	4	Х	
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or			
	similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III	5		Х
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to			
	provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	6		х
7	Did the organization receive or hold a conservation easement, including easements to preserve open space,			
	the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	7		х
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete	_		
-	Schedule D, Part III	8		х
9	Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for			
•	amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services?			
	If "Yes," complete Schedule D, Part IV	9		х
10	Did the organization, directly or through a related organization, hold assets in donor-restricted endowments			
10	or in quasi endowments? If "Yes," complete Schedule D, Part V	10		х
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, IX, or X	10		
••	as applicable.			
2	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D,			
a		11a	х	
h	Part VI	11a		
D		11b	х	
•	assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII			
C	Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total	110		x
	assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII	11c		
a	Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in		х	
	Part X, line 16? If "Yes," complete Schedule D, Part IX	11d	X	
	Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	11e	Δ	
f	5		v	
	the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X	11f	Х	
12a	Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete			
	Schedule D, Parts XI and XII	12a		X
b	Was the organization included in consolidated, independent audited financial statements for the tax year?			
	If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	12b	X	
13	Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13		<u>x</u>
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a	Х	
b				
	investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000			
	or more? If "Yes," complete Schedule F, Parts I and IV	14b	Х	
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any			
	foreign organization? If "Yes," complete Schedule F, Parts II and IV	15		X
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to			
	or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV	16		X
17	Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX,			
	column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I	17		X
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines			
	1c and 8a? If "Yes," complete Schedule G, Part II	18		X
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes,"			
	complete Schedule G, Part III	19		x
20a	Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a		Х
	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		
21	Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or			
	domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I. Parts I and II	21	х	
932003	3 01-20-20	Form	990	(2019)

PAC-12 CONFERENCE

Form	990 (2019) PAC-12 CONFERENCE 94-145	048	Р	_{age} 4
Pa	t IV Checklist of Required Schedules (continued)			
			Yes	No
22	Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on			ĺ
	Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III	. 22		X
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current			ĺ
	and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete			ĺ
	Schedule J	23	х	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the			ĺ
	last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete			ĺ
	Schedule K. If "No," go to line 25a	24a		Х
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
с	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease			
	any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit			
	transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I	25a		х
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and			
	that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes." complete			ĺ
	Schedule L, Part I	25b		х
26	Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current			
	or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35%			ĺ
	controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part II	26	х	
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee,			
	creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled			
	entity (including an employee thereof) or family member of any of these persons? If "Yes," complete Schedule L, Part III	27		x
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV			
20	instructions, for applicable filing thresholds, conditions, and exceptions):			
2	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If</i>			
a		28a		x
h	"Yes," complete Schedule L, Part IV			x
	A family member of any individual described in line 28a? If "Yes," complete Schedule L, Part IV	. 200		
C	A 35% controlled entity of one or more individuals and/or organizations described in lines 28a or 28b? <i>If</i>	00-		x
00	"Yes," complete Schedule L, Part IV		x	
29 20	Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M	29	21	<u> </u>
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation	20		x
	contributions? If "Yes," complete Schedule M	30		X
31	Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I	31		
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete			x
00	Schedule N, Part II	32		
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations		x	ĺ
~	sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I	. 33	л	
34	Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and		х	1
05	Part V, line 1		X	<u> </u>
	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	. <u>35a</u>	^	<u> </u>
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity	0.51		x
00	within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2	. <u>35b</u>		-
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization?			x
~-	If "Yes," complete Schedule R, Part V, line 2	36		~
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization			v
00	and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI	37		X
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19?		v	1
Pa	Note: All Form 990 filers are required to complete Schedule O t V Statements Regarding Other IRS Filings and Tax Compliance	. 38	Х	<u> </u>
1 al	Charle if Schadule O contains a response or note to any line in this Part V			
	Check if Schedule O contains a response or note to any line in this Part V			
		47	Yes	No
		47 0		
	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	0		
с	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming		v	
	(gambling) winnings to prize winners?	<u> 1c</u>	X 000	(0010)
932004	¥ 01-20-20	Form	990	(2019)

PAC-12 CONFERENCE

94-1459048

Form	990 (2019) PAC-12 CONFERENCE 94-14590	18	Р	_{age} 5
Par	V Statements Regarding Other IRS Filings and Tax Compliance (continued)			
			Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements,			
	filed for the calendar year ending with or within the year covered by this return 26			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b	х	
	Note: If the sum of lines 1a and 2a is greater than 250, you may be required to <i>e-file</i> (see instructions)			
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	х	
	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	3b	х	
	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a	0.0		
	financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		x
h	If "Yes," enter the name of the foreign country	ти		
	See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
Fo		5a		x
	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5a 5b		x
b				
	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c		<u> </u>
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit	0.0		x
	any contributions that were not tax deductible as charitable contributions?	<u>6a</u>		
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts			
_	were not tax deductible?	6b		
7	Organizations that may receive deductible contributions under section 170(c).	_		v
	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a		X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		
С	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required			
	to file Form 8282?	7c		X
	If "Yes," indicate the number of Forms 8282 filed during the year 7d	-		
е	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f		x
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h		
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the			
	sponsoring organization have excess business holdings at any time during the year?	8		
9	Sponsoring organizations maintaining donor advised funds.			
а	Did the sponsoring organization make any taxable distributions under section 4966?	9a		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b		
10	Section 501(c)(7) organizations. Enter:			
а	Initiation fees and capital contributions included on Part VIII, line 12 10a	1		
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities 10b			
11	Section 501(c)(12) organizations. Enter:			
а	Gross income from members or shareholders 11a			
b	Gross income from other sources (Do not net amounts due or paid to other sources against			
	amounts due or received from them.)			
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year 12b			
13	Section 501(c)(29) qualified nonprofit health insurance issuers.			
а	Is the organization licensed to issue qualified health plans in more than one state?	13a		
	Note: See the instructions for additional information the organization must report on Schedule O.			
b	Enter the amount of reserves the organization is required to maintain by the states in which the			
	organization is licensed to issue qualified health plans			
с	Enter the amount of reserves on hand			
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a		х
	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b		
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or			
-	excess parachute payment(s) during the year?	15	х	
	If "Yes," see instructions and file Form 4720, Schedule N.			
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income?	16		x
-	If "Yes," complete Form 4720, Schedule O.			

Form **990** (2019)

	to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.			X
Sec	Check if Schedule O contains a response or note to any line in this Part VI			Δ
			Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year 1a 12	:	100	
	If there are material differences in voting rights among members of the governing body, or if the governing			
	body delegated broad authority to an executive committee or similar committee, explain on Schedule 0.			
b				
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other			
	officer, director, trustee, or key employee?	2		x
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision			
	of officers, directors, trustees, or key employees to a management company or other person?	3		х
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	4		Х
5	Did the organization become aware during the year of a significant diversion of the organization's assets?	5		Х
6	Did the organization have members or stockholders?	6	Х	
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or			
	more members of the governing body?	7a	х	
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or			
	persons other than the governing body?	7b		Х
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:			
а	The governing body?	8a	Х	
b	Each committee with authority to act on behalf of the governing body?	8b	Х	
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the			
	organization's mailing address? If "Yes." provide the names and addresses on Schedule O	9		Х
Sec	tion B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)			
			Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	10a		X
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates,			
	and branches to ensure their operations are consistent with the organization's exempt purposes?	10b		
	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	х	
	Describe in Schedule O the process, if any, used by the organization to review this Form 990.			
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13	12a	Х	
b		12b	х	
С				
	in Schedule O how this was done	12c	X	
13	Did the organization have a written whistleblower policy?	13	X	
14	Did the organization have a written document retention and destruction policy?	14	X	
15	Did the process for determining compensation of the following persons include a review and approval by independent			
	persons, comparability data, and contemporaneous substantiation of the deliberation and decision?	45.	х	
-	The organization's CEO, Executive Director, or top management official	15a	Δ	x
		15b		
	Other officers or key employees of the organization			
b	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).			x
b	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions). Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a	10-		
b 16a	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions). Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	<u>16a</u>		
b 16a	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions). Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation	<u>16a</u>		
b 16a	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions). Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's			
b 16a b	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions). Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	<u>16a</u> 16b		
b 16a b Sec	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions). Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? Stion C. Disclosure			
b 16a b <u>Sec</u> 17	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions). Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? etion C. Disclosure List the states with which a copy of this Form 990 is required to be filed ▶CA	16b	availa	
b 16a b <u>Sec</u> 17	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions). Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? exempt status with respect to such arrangements? exempt states with which a copy of this Form 990 is required to be filed ▶CA Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (Section 501(c)(3)	16b	availa	
b 16a b <u>Sec</u> 17	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions). Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? exempt states with which a copy of this Form 990 is required to be filed ▶CA Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (Section 501(c)(3) for public inspection. Indicate how you made these available. Check all that apply.	16b	availa	
b 16a b <u>Sec</u> 17 18	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions). Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? Extin C. Disclosure List the states with which a copy of this Form 990 is required to be filed ▶CA Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (Section 501(c)(3) for public inspection. Indicate how you made these available. Check all that apply. ① Own website ① Another's website X Upon request ① Other (explain on Schedule O)	16b s only)		
b 16a b <u>Sec</u> 17	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions). Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? Extin C. Disclosure List the states with which a copy of this Form 990 is required to be filed ▶CA Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (Section 501(c)(3) for public inspection. Indicate how you made these available. Check all that apply. Own website Another's website X Upon request Other (explain on Schedule O) Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and	16b s only)		
b 16a b <u>Sec</u> 17 18	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions). Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? Extion C. Disclosure List the states with which a copy of this Form 990 is required to be filed ▶CA Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (Section 501(c)(3) for public inspection. Indicate how you made these available. Check all that apply. Own website Another's website X Upon request Other (explain on Schedule O) Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and statements available to the public during the tax year.	16b s only)		
b 16a b Sec 17 18	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions). Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? Extin C. Disclosure List the states with which a copy of this Form 990 is required to be filed ▶CA Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (Section 501(c)(3) for public inspection. Indicate how you made these available. Check all that apply. Own website Another's website X Upon request Other (explain on Schedule O) Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and	16b s only)		
b 16a b Sec 17 18	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions). Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? Extion C. Disclosure List the states with which a copy of this Form 990 is required to be filed ▶CA Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (Section 501(c)(3) for public inspection. Indicate how you made these available. Check all that apply. Own website Another's website X Upon request Other (<i>explain on Schedule O</i>) Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and statements available to the public during the tax year. State the name, address, and telephone number of the person who possesses the organization's books and records ▶	16b s only)		

Form 990 (2		94-1459048	Page 7
Part VII	Compensation of Officers, Directors, Trustees, Key Employees, Highest Con	npensated	
	Employees, and Independent Contractors		
	Check if Schedule O contains a response or note to any line in this Part VII		X
Section A.	Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees		

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year. • List all of the organization's current officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.

• List all of the organization's current key employees, if any. See instructions for definition of "key employee."

• List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.

• List all of the organization's former officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.

• List all of the organization's former directors or trustees that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations. See instructions for the order in which to list the persons above.

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

(A) Name and title	(B) Average	(C) Position (do not check more than one						(D) Reportable	(E) Reportable	(F) Estimated
	hours per week	box offi	, unle	ss pe	rson i	is both pr/trus	n an	compensation from	compensation from related	amount of other
	(list any hours for related organizations below line)	Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former	the organization (W-2/1099-MISC)	organizations (W-2/1099-MISC)	compensation from the organization and related organizations
(1) LAWRENCE SCOTT	40.00									
COMMISSIONER	0.00			X				4,278,248.	0.	342,748.
(2) MARC TESSIER-LAVIGNE	1.00									
DIRECTOR	40.00	X						0.	1,247,067.	465,766.
(3) MICHAEL CROW DIRECTOR	1.00	x						0.	1 1/5 120	112 222
(4) MARK SHUKEN	40.00	^				-		· · ·	1,145,129.	113,232.
PRESIDENT	0.00			х				1,220,556.	0.	32,181.
(5) ROBERT ROBBINS	1.00							1,220,550.	••	52,101.
DIRECTOR	40.00	x						0.	947,840.	159,793.
(6) RUTH V. WATKINS	1.00									
DIRECTOR	40.00	x						0.	728,610.	310,263.
(7) ANA MARI CAUCE	1.00								,	,
DIRECTOR	40.00	x						0.	786,182.	147,254.
(8) MICHAEL H SCHILL	1.00									
DIRECTOR	40.00	x						0.	810,535.	43,894.
(9) KIRK SCHULZ	1.00									
DIRECTOR	40.00	х						0.	774,626.	40,130.
(10) ED RAY	1.00									
DIRECTOR	40.00	X						٥.	693,076.	77,035.
(11) JAMIE ZANINOVICH	40.00									
<u>coo</u>	0.00			х				568,633.	0.	95,560.
(12) BRENT WILLMAN	40.00									
CFO/TREASURER	0.00			X				546,282.	0.	102,208.
(13) WOODIE DIXON	40.00			x				E 20 E 70	0.	04 105
GEN. COUNSEL/VP BUS AFF; SECRETARY (14) CAROL T. CHRIST	1.00			Δ				538,570.	0.	94,195.
DIRECTOR	40.00	x						0.	576,171.	53,599.
(15) GENE BLOCK	1.00	-						· ·	570,171.	55,555.
DIRECTOR	40.00	x						0.	505,234.	65,066.
(16) PHILIP DISTEFANO	1.00								,2011	
CHAIR	40.00	x		х				0.	509,798.	50,481.
(17) DANETTE LEIGHTON	40.00					1			, -	, ,
CHIEF MARKETING OFFICER	0.00	1				x		468,247.	0.	89,875.
932007 01-20-20		-	-			-	-			Form 990 (2019)

Part VII Section A. Officers, Directors, Trus		pioy	ees,						s (continued)	1
(A) Name and title	(B) Average hours per	box	not c , unle	(C Posit heck m ss pers id a dir	tion nore son is	than o s both	an	(D) Reportable compensation	(E) Reportable compensation	(F) Estimat amount
	week (list any hours for related organizations below line)	tee or director	Institutional trustee			Highest compensated employee	Former	from the organization (W-2/1099-MISC)	from related organizations (W-2/1099-MISC)	other compensa from th organizat and relat organizat
18) ALDEN BUDHILL	40.00	-			v			404 100	0	22
VP, HEAD OF DISTRIBUTION 19) LAWRENCE MEYERS	40.00	-			х			494,126.	0.	23,
VP, CONTENT	0.00	1				x		516,102.	0.	20,
20) ROBERT KEYSER	40.00							,		,
VP UNI. RELATIONS & PARTNER SVCS	0.00	1				х		435,489.	0.	21,
21) CLIFTON WATKINS	40.00									
VP INTEG. SPON. & SALES	0.00					X		413,260.	0.	8,
22) MARK KRAMER	40.00	4						261 270	0	20
VP, ENGINEERING 23) CAROL FOLT	0.00	-				х		361,378.	0.	20,
IRECTOR	40.00	x						0.	0.	
Ib Subtotal							•	9,840,891.	8,724,268.	2,379,
c Total from continuation sheets to Part V								0.	0.	
d Total (add lines 1b and 1c)]		9,840,891.	8,724,268.	2,379,
2 Total number of individuals (including but r	not limited to th	ose	liste	d abo	ove) who	o re	ceived more than \$100,	000 of reportable	
compensation from the organization										Yes
3 Did the organization list any former officer	, director, trust	ee, k	ev e	emplo	ovee	e, or	hig	hest compensated empl	oyee on	
line 1a? If "Yes," complete Schedule J for s										3
For any individual listed on line 1a, is the s	-		-						-	
and related organizations greater than \$15										4 X
5 Did any person listed on line 1a receive or	-				-		ate	ed organization or individ	lual for services	
rendered to the organization? If "Yes." con Section B. Independent Contractors	nplete Schedul	e J f	or sı	ich p	erse	on				5
1 Complete this table for your five highest co		•							•	tion from
1 Complete this table for your five highest co the organization. Report compensation for		•						the organization's tax ye	•	
1 Complete this table for your five highest co	the calendar ye	•							ear.	ition from (C) Compensatio
Complete this table for your five highest co the organization. Report compensation for (A) Name and business	the calendar yes	•						the organization's tax ye	ear.	(C)
Complete this table for your five highest co the organization. Report compensation for (A) Name and business MCAST WHOLESALE, 13431 COLLECTIONS	the calendar yes	•					hin	the organization's tax ye	ervices ((C)
Complete this table for your five highest co the organization. Report compensation for (A) Name and business OMCAST WHOLESALE, 13431 COLLECTIONS ENTER DRIVE, CHICAGO, IL 60693 ROSKAUER ROSE LLP	the calendar yes address	•					hin	the organization's tax yr (B) Description of s	ervices ((C) Compensatio 3 , 479 ,
 Complete this table for your five highest contended on the organization. Report compensation for (A) Name and business NAME and business NAME AND LECTIONS NATER DRIVE, CHICAGO, IL 60693 ROSKAUER ROSE LLP LEVEN TIMES SQUARE, NEW YORK, NY 10 	the calendar yes address	•					hin	the organization's tax ye (B) Description of s	ervices ((C) Compensatic
 Complete this table for your five highest contended to the organization. Report compensation for (A) Name and business NAME AND BUSINESS NEAST WHOLESALE, 13431 COLLECTIONS SINTER DRIVE, CHICAGO, IL 60693 ROSKAUER ROSE LLP LEVEN TIMES SQUARE, NEW YORK, NY 10 NTELSAT CORP 	the calendar yes address	•					hin ,	the organization's tax yr (B) Description of s TRANSMISSION SERVI	ervices ((C) Compensatic 3 , 479 , 2 , 302 ,
 Complete this table for your five highest contended to the organization. Report compensation for (A) Name and business NAME AND BUSINESS DECAST WHOLESALE, 13431 COLLECTIONS DENTER DRIVE, CHICAGO, IL 60693 ROSKAUER ROSE LLP LEVEN TIMES SQUARE, NEW YORK, NY 10 VITELSAT CORP D BOX 847491, DALLAS, TX 75284 	the calendar yes address	•					hin ,	the organization's tax yr (B) Description of s	ervices ((C) Compensatio 3 , 479 ,
 Complete this table for your five highest contended to the organization. Report compensation for (A) Name and business NATE AND COLLECTIONS NEWEN THES CHICAGO, IL 60693 ROSKAUER ROSE LLP LEVEN TIMES SQUARE, NEW YORK, NY 10 VTELSAT CORP D BOX 847491, DALLAS, TX 75284 HASE2 TECHNOLOGY, LLC 	the calendar yes address	•					hin r	the organization's tax yr (B) Description of s TRANSMISSION SERVI	ervices ((C) Compensatic 3 , 479 , 2 , 302 ,
 Complete this table for your five highest contended to the organization. Report compensation for (A) Name and business NAT NAME AND LESALE, 13431 COLLECTIONS NETER DRIVE, CHICAGO, IL 60693 ROSKAUER ROSE LLP LEVEN TIMES SQUARE, NEW YORK, NY 10 NTELSAT CORP D BOX 847491, DALLAS, TX 75284 HASE2 TECHNOLOGY, LLC D BOX 791541, BALTIMORE, MD 21279 	the calendar yes address	•					hin r	the organization's tax yr (B) Description of s TRANSMISSION SERVI LEGAL TRANSPONDER FEES	ervices ((C) Compensatic 3,479, 2,302, 1,392,
Complete this table for your five highest co the organization. Report compensation for (A)	the calendar yes address	•					hin r	the organization's tax yr (B) Description of s TRANSMISSION SERVI LEGAL TRANSPONDER FEES	ervices ((C) Compensatic 3,479, 2,302, 1,392,

		2019) PAC-12 CONFERENCE				94-145904	8 Page
Part	VIII	_					
		Check if Schedule O contains a response of	or note to any line	<u>e in this Part VIII …</u> (A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 51
ts :	1 a	Federated campaigns 1a					
and Other Similar Amounts	b	Membership dues 1b					
Ĕ	с	Fundraising events 1c					
ar	d	Related organizations 1d					
E C	е	Government grants (contributions) 1e					
S	f	All other contributions, gifts, grants, and					
the		similar amounts not included above 1f	3,543,309.				
0 P	g	Noncash contributions included in lines 1a-1f	125,000.				
au	h	Total. Add lines 1a-1f	🕨	3,543,309.			
			Business Code				
3 1	2 a	TELEVISION RIGHTS FEES	515100	361,867,380.	361,867,380.		
e	b	POST SEASON BOWLS	711210	119,363,375.	119,363,375.		
ent	с	NCAA FUNDS/CONF. EVENT	711210	22,946,835.	22,946,835.	14 005 500	L
Revenue	d	ADVERTISING	541800	14,265,563.	11 407 730	14,265,563.	
Ž	e	OTHER REVENUE	900099	11,487,738.	11,487,738.		
•		All other program service revenue		529,930,891.			
	g	Total. Add lines 2a-2f		529,950,091.			
	3	Investment income (including dividends, intere		313,688.			313,68
		other similar amounts) Income from investment of tax-exempt bond p		515,000.			515,000
	4 5		-				
	5	Royalties	(ii) Personal				
	6 0						
	b b	Less: rental expenses 6b					
	c	Rental income or (loss) 6c					
		Net rental income or (loss)					
		Gross amount from sales of (i) Securities	(ii) Other				
	<i>i</i> a	assets other than inventory 7a	()				
	h	Less: cost or other basis					
e	Ň	and sales expenses 7b					
Kevenue	с	Gain or (loss) 7c					
ev ev		Net gain or (loss)					
ہ اچ		Gross income from fundraising events (not	P. I.				
5		including \$ of					
		contributions reported on line 1c). See					
	L	Part IV, line 18 8a Less: direct expenses 8b					
		Less: direct expenses 8b Net income or (loss) from fundraising events	•				
		Gross income from gaming activities. See					
	3 a	Part IV, line 19 9a					
	b	Less: direct expenses 9b					
			►				
1		Gross sales of inventory, less returns	F				
		and allowances 10a					
	b	Less: cost of goods sold 10b					
		Net income or (loss) from sales of inventory	►				
		· · · · · · · · · · · · · · · · ·	Business Code				
1	1 a						
Revenue	b						
eve	с						
Ĩ	d	All other revenue					
•		Total. Add lines 11a-11d	►				
		Total revenue. See instructions		533,787,888.	515,665,328.	14,265,563.	313,688

615300_1

Form 990 (2019) PAC-12 CONFERENCE Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Secti	on 501(c)(3) and 501(c)(4) organizations must compl			ipiete column (A).	
<u> </u>	Check if Schedule O contains a response	(A)	(B)	(C)	
	not include amounts reported on lines 6b, 8b, 9b, and 10b of Part VIII.	Total expenses	Program service expenses	Management and general expenses	Fundraising expenses
1	Grants and other assistance to domestic organizations				
	and domestic governments. See Part IV, line 21	402,974,418.	402,974,418.		
2	Grants and other assistance to domestic				
	individuals. See Part IV, line 22				
3	Grants and other assistance to foreign				
	organizations, foreign governments, and foreign				
	individuals. See Part IV, lines 15 and 16				
4	Benefits paid to or for members				
5	Compensation of current officers, directors,				
	trustees, and key employees	7,031,094.	987,135.	6,043,959.	
6	Compensation not included above to disqualified		,	, ,	
•	persons (as defined under section 4958(f)(1)) and				
	persons described in section 4958(c)(3)(B)				
7	Other salaries and wages	26,133,225.	18,616,379.	7,516,846.	
8	Pension plan accruals and contributions (include			.,	
0	section 401(k) and 403(b) employer contributions)	1,816,332.	1,097,257.	719,075.	
^		3,654,936.	2,401,369.	1,253,567.	
9 10	Other employee benefits	1,935,735.	1,269,747.	665,988.	
10	Payroll taxes	±,900,100.	1,209,141.	005,500.	
11	Fees for services (nonemployees):				
	Management	2 257 072		2 257 072	
b	Legal	2,257,972.		2,257,972.	
	Accounting	180,192.		180,192.	
	Lobbying				
	Professional fundraising services. See Part IV, line 17				
f	Investment management fees				
g	Other. (If line 11g amount exceeds 10% of line 25,				
	column (A) amount, list line 11g expenses on Sch 0.)	7,743,550.	5,170,093.	2,573,457.	
12	Advertising and promotion	1,581,419.	598,180.	983,239.	
13	Office expenses	402,330.	26,980.	375,350.	
14	Information technology	10,108,964.	9,351,455.	757,509.	
15	Royalties				
16	Occupancy	8,522,263.	97,313.	8,424,950.	
17	Travel	1,110,368.	777,104.	333,264.	
18	Payments of travel or entertainment expenses				
	for any federal, state, or local public officials				
19	Conferences, conventions, and meetings	546,400.	525,268.	21,132.	
20	Interest				
21	Payments to affiliates				
22	Depreciation, depletion, and amortization	21,719,787.	17,155,303.	4,564,484.	
23	Insurance	1,161,433.	568.	1,160,865.	
24	Other expenses. Itemize expenses not covered	. ,			
	above (List miscellaneous expenses on line 24e. If				
	line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule 0.)				
а	CONFERENCE EVENTS	9,048,842.	9,048,842.		
a b	SPECIAL PROJECTS	8,755,301.	8,755,301.		
5	RESEARCH AND EDUCATION	4,387,487.	, . , - .	4,387,487.	
ט א	PROGRAMMING & DIGITAL	2,380,347.	2,379,735.	612.	
u c	All other expenses	8,934,440.	3,512,914.	5,421,526.	
	Total functional expenses. Add lines 1 through 24e	532,386,835.	484,745,361.	47,641,474.	0.
<u>25</u>	-		101,710,001.	1,,011,1/1.	••
26	Joint costs. Complete this line only if the organization				
	reported in column (B) joint costs from a combined				
	educational campaign and fundraising solicitation.				
	Check here if following SOP 98-2 (ASC 958-720)				

					(A) Beginning of year		(B) End of year
	1	Cash - non-interest-bearing			18,480,650.	1	18,389,017
	2	Savings and temporary cash investments		22,584,957.	2	22,664,794	
	3	Pledges and grants receivable, net		3			
	4				23,289,839.	4	21,521,062
	5	Accounts receivable, net Loans and other receivables from any current or former officer, director,				_	
	-	trustee, key employee, creator or founder, subst		· ·			
		controlled entity or family member of any of these persons			1,861,842.	5	1,861,842
	6	Loans and other receivables from other disqualified persons (as defined					. ,
		under section 4958(f)(1)), and persons described	-	an (059(a)(2)(D))		6	
	7	Notes and loans receivable, net				7	
Assets	8	Inventories for sale or use			8		
Ass	9	Duran side som som som som de de forma all slavenses		78,679.	9	333,052	
	-	Land, buildings, and equipment: cost or other			, -	J	,
	100	basis. Complete Part VI of Schedule D	102	64,845,647.			
	ь	Less: accumulated depreciation	10a	50,121,484.	18,175,790.	10c	14,724,163
	11	Investments - publicly traded securities			,	11	,,
	12	Investments - other securities. See Part IV, line 1			2,099,038.	12	5,640,585
	13	Investments - program-related. See Part IV, line 1			2,000,000.	13	5,010,000
					65,258.	14	21,753
	14	Intangible assets			16,805,967.		15,539,862
	15	Other assets. See Part IV, line 11			103,442,020.	15	100,696,130
	16	Total assets. Add lines 1 through 15 (must equal line 33) Accounts payable and accrued expenses			55,929,098.	16	55,665,134
	17			55,525,050.	17	55,005,154	
	18	Grants payable			14,951,033.	18	13,051,809
	19	Deferred revenue	14,001,000.	19	13,031,005		
	20	Tax-exempt bond liabilities		20			
	21	Escrow or custodial account liability. Complete F		21			
ies	22	Loans and other payables to any current or form					
ij		trustee, key employee, creator or founder, subst					
Liabilities		controlled entity or family member of any of thes	F	7 300 000	22	7 300 000	
	23	Secured mortgages and notes payable to unrela		· · · · · · · · · · · · · · · · · · ·	7,300,000.	23	7,300,000
	24	Unsecured notes and loans payable to unrelated		24			
	25	Other liabilities (including federal income tax, pay					
		parties, and other liabilities not included on lines	,		0 760 150		6 794 404
		of Schedule D			8,768,159.	25	6,784,404
	26	Total liabilities. Add lines 17 through 25		N V	86,948,290.	26	82,801,347
s		Organizations that follow FASB ASC 958, che	ck here				
lces		and complete lines 27, 28, 32, and 33.		16 402 720		17,894,783	
Net Assets or Fund Balan	27		····· -	16,493,730.	27	17,094,703	
ä	28	Net assets with donor restrictions		28			
ğ		Organizations that do not follow FASB ASC 9					
Ľ		and complete lines 29 through 33.					
ţ	29	Capital stock or trust principal, or current funds		29			
sse	30	Paid-in or capital surplus, or land, building, or eq		30			
ţ	31	Retained earnings, endowment, accumulated inc	46 100	31	4- 404		
Ne	32	Total net assets or fund balances	16,493,730.	32	17,894,783		
	33	Total liabilities and net assets/fund balances			103,442,020.	33	100,696,130 Form 990 (2019

Form 990 (2019)
Part X Balance Sheet PAC-12 CONFERENCE

Check if Schedule O contains a response or note to any line in this Part X

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	1 990 (2019) PAC-12 CONFERENCE	94-1459	048	Pag	_{ge} 12		
Pa	rt XI Reconciliation of Net Assets						
	Check if Schedule O contains a response or note to any line in this Part XI						
1	Total revenue (must equal Part VIII, column (A), line 12)	1	533,	787,	888.		
2	Total expenses (must equal Part IX, column (A), line 25)	2		386,			
3	Revenue less expenses. Subtract line 2 from line 1	3		401,			
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	16,	493,	730.		
5	Net unrealized gains (losses) on investments	5					
6	Donated services and use of facilities	6					
7	Investment expenses	7					
8	Prior period adjustments	8					
9	Other changes in net assets or fund balances (explain on Schedule O)	9			0.		
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32,						
_	column (B))	10	17,	894,	783.		
Pa	rt XII Financial Statements and Reporting						
	Check if Schedule O contains a response or note to any line in this Part XII		<u></u>				
				Yes	No		
1	Accounting method used to prepare the Form 990: Cash X Accrual Other						
	If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule	0.					
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?		2a		X		
	If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a						
	separate basis, consolidated basis, or both:						
	Separate basis Consolidated basis Both consolidated and separate basis						
b	Were the organization's financial statements audited by an independent accountant?		2b	Х			
	If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis,						
	consolidated basis, or both:						
	Separate basis X Consolidated basis Both consolidated and separate basis						
С	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the						
	review, or compilation of its financial statements and selection of an independent accountant?		2c	Х			
	If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.						
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit						
	Act and OMB Circular A-133?						
b	b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit						
	or audits, explain why on Schedule O and describe any steps taken to undergo such audits		3b				
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Form **990** (2019)