

CENTER FOR NONPROFIT MANAGEMENT, INC.
44 VANTAGE WAY Suite 230
NASHVILLE, TN 37228-1548

Dear Jim:

Enclosed is your 2003 Federal Exempt Organization Income Tax Return. The original should be signed at the bottom of page six. No tax is payable with the filing of this return. Mail your Federal return on or before May 17, 2004 to:

INTERNAL REVENUE SERVICE
OGDEN, UT 84201-0027

Your copies of all the returns are enclosed for your files. We suggest that you retain these copies indefinitely.

For your convenience, we are enclosing, in a separate folder, a copy of your Form 990 that should be used for the public inspection requirements.

We sincerely appreciate the opportunity to serve you. Please contact us if you have any questions.

Sincerely,

Frasier, Dean & Howard, PLLC

2003

FEDERAL EXEMPT ORGANIZATION TAX SUMMARY

PAGE 1

CENTER FOR NONPROFIT MANAGEMENT, INC.

58-2000064

9/27/04

8:11 AM

	2003	2002	DIFF
REVENUE			
CONTRIBUTIONS, GIFTS, AND GRANTS	348,707	480,984	-132,277
PROGRAM SERVICE REVENUE	682,885	616,004	66,881
MEMBERSHIP DUES AND ASSESSMENTS	49,050	50,030	-980
INTEREST ON SAVINGS/TEMP CASH INVEST	1,748	3,076	-1,328
OTHER REVENUE	465	479	-14
 TOTAL REVENUE	 1,082,855	 1,150,573	 -67,718
EXPENSES			
PROGRAM SERVICES	1,022,229	1,085,107	-62,878
MANAGEMENT AND GENERAL	72,680	84,697	-12,017
 TOTAL EXPENSES	 1,094,909	 1,169,804	 -74,895
NET ASSETS OR FUND BALANCES			
EXCESS OR (DEFICIT) FOR THE YEAR	-12,054	-19,231	7,177
NET ASSETS/FUND BAL. AT BEG. OF YEAR	249,507	268,738	-19,231
NET ASSETS/FUND BAL. AT END OF YEAR	237,453	249,507	-12,054

DO NOT FILE

9/27/04

08:11AM

**EXCESS CONTRIBUTORS
SCHEDULE A, PART IV-A, LINE 26B**

<u>CONTRIBUTOR</u>	<u>2002</u>	<u>2001</u>	<u>2000</u>	<u>1999</u>	<u>TOTAL</u>
THE FRIST FOUNDATION	\$ 225,800.	\$ 179,400.	\$ 196,855.	\$ 100,000.	\$ 702,055.
					<u>TOTAL \$ 702,055.</u>
					<u>LINE 26A X 1 (# OF CONTRIBUTORS) -37,304.</u>
					<u>EXCESS CONTRIBUTIONS \$ 664,751.</u>

DO NOT FILE

9/27/04

08:11AM

990, PART II, LINE 42
DEPRECIATION EXPENSE

DEPRECIATION IS PROVIDED IN AMOUNTS NECESSARY TO ALLOCATE THE COST OF THE VARIOUS CLASSES OF ASSETS OVER THEIR ESTIMATED USEFUL LIVES USING THE STRAIGHT LINE METHOD. ESTIMATED USEFUL LIVES OF ALL MAJOR CLASSES OF ASSETS ARE AS FOLLOWS:

EQUIPMENT	3-5 YEARS
FURNITURE & FIXTURES	7 YEARS

DO NOT FILE

Return of Organization Exempt from Income Tax

OMB No. 1545-0047

2003Department of the Treasury
Internal Revenue Service**Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code
(except black lung benefit trust or private foundation)****Open to Public
Inspection**

▶ The organization may have to use a copy of this return to satisfy state reporting requirements.

A For the 2003 calendar year, or tax year beginning , 2003, and ending ,**B Check if applicable:**

- ☐ Address change
☐ Name change
☐ Initial return
☐ Final return
☐ Amended return
☐ Application pending

Please use
IRS label
or print
or type.
See
specific
instruc-
tions.

CENTER FOR NONPROFIT MANAGEMENT, INC.
44 VANTAGE WAY #230
NASHVILLE, TN 37228-1548

D Employer Identification Number

58-2000064

E Telephone number

615-259-0100

F Accounting method:☐ Cash ☒ Accrual☐ Other (specify) ▶

● **Section 501(c)(3) organizations and 4947(a)(1) nonexempt
charitable trusts must attach a completed Schedule A
(Form 990 or 990-EZ).**

H and I are not applicable to section 527 organizations.

H (a) Is this a group return for affiliates? . . . ☐ Yes ☒ No**H (b)** If "Yes," enter number of affiliates ▶**H (c)** Are all affiliates included? ☐ Yes ☐ No

(If "No," attach a list. See instructions.)

H (d) Is this a separate return filed by an organization covered by a group ruling? ☐ Yes ☒ No**I** Group Exemption Number. . . ▶**M** Check ☐ if the organization is **not** required to attach Schedule B (Form 990, 990-EZ, or 990-PF).**G Web site:** ▶ WWW.CNM.ORG**J Organization type**(check only one) ☒ 501(c) 3 (insert no.) ☐ 4947(a)(1) or ☐ 527

K Check here ☐ if the organization's gross receipts are normally not more than \$25,000. The organization need not file a return with the IRS; but if the organization received a Form 990 Package in the mail, it should file a return without financial data. **Some states require a complete return.**

L Gross receipts: Add lines 6b, 8b, 9b, and 10b to line 12 ▶ 1,082,855.**Part I Revenue, Expenses, and Changes in Net Assets or Fund Balances** (See Instructions)

REVENUE	1 Contributions, gifts, grants, and similar amounts received:			
	a Direct public support	1 a	239,467.	
	b Indirect public support	1 b	109,240.	
	c Government contributions (grants)	1 c		
	d Total (add lines 1a through 1c) (cash \$ 348,707. noncash \$)	1 d	348,707.	
	2 Program service revenue including government fees and contracts (from Part VII, line 93)	2	682,885.	
	3 Membership dues and assessments	3	49,050.	
	4 Interest on savings and temporary cash investments	4	1,748.	
	5 Dividends and interest from securities	5		
	6a Gross rents	6 a		
	b Less: rental expenses	6 b		
	c Net rental income or (loss) (subtract line 6b from line 6a)	6 c		
7 Other investment income (describe)	7			
REVENUE	8a Gross amount from sales of assets other than inventory	(A) Securities		(B) Other
	b Less: cost or other basis and sales expenses	8 a		
	c Gain or (loss) (attach schedule)	8 b		
	d Net gain or (loss) (combine line 8c, columns (A) and (B))	8 c		
	8 d			
	9 Special events and activities (attach schedule). If any amount is from gaming, check here. <input type="checkbox"/>			
	a Gross revenue (not including \$ of contributions reported on line 1a)	9 a		
	b Less: direct expenses other than fundraising expenses	9 b		
	c Net income or (loss) from special events (subtract line 9b from line 9a)	9 c		
	10a Gross sales of inventory, less returns and allowances	10 a		
b Less: cost of goods sold	10 b			
c Gross profit or (loss) from sales of inventory (attach schedule) (subtract line 10b from line 10a)	10 c			
11 Other revenue (from Part VII, line 103)	11	465.		
12 Total revenue (add lines 1d, 2, 3, 4, 5, 6c, 7, 8d, 9c, 10c, and 11)	12	1,082,855.		
EXPENSES	13 Program services (from line 44, column (B))	13	1,022,229.	
	14 Management and general (from line 44, column (C))	14	72,680.	
	15 Fundraising (from line 44, column (D))	15		
	16 Payments to affiliates (attach schedule)	16		
	17 Total expenses (add lines 16 and 44, column (A))	17	1,094,909.	
NET ASSETS	18 Excess or (deficit) for the year (subtract line 17 from line 12)	18	-12,054.	
	19 Net assets or fund balances at beginning of year (from line 73, column (A))	19	249,507.	
	20 Other changes in net assets or fund balances (attach explanation)	20		
	21 Net assets or fund balances at end of year (combine lines 18, 19, and 20)	21	237,453.	

Part II Statement of Functional Expenses All organizations must complete column (A). Columns (B), (C), and (D) are required for section 501(c)(3) and (4) organizations and section 4947(a)(1) nonexempt charitable trusts but optional for others.

Do not include amounts reported on line 6b, 8b, 9b, 10b, or 16 of Part I.		(A) Total	(B) Program services	(C) Management and general	(D) Fundraising
22	Grants and allocations (att sch) (cash \$ _____ non-cash \$ _____)	22			
23	Specific assistance to individuals (att sch)	23			
24	Benefits paid to or for members (att sch)	24			
25	Compensation of officers, directors, etc.	25	143,235.	127,909.	15,326.
26	Other salaries and wages	26	254,973.	227,622.	27,351.
27	Pension plan contributions	27	26,478.	22,140.	4,338.
28	Other employee benefits	28	512.	445.	67.
29	Payroll taxes	29	22,945.	19,186.	3,759.
30	Professional fundraising fees	30			
31	Accounting fees	31	4,165.	3,901.	264.
32	Legal fees	32			
33	Supplies	33	17,619.	17,619.	
34	Telephone	34	16,354.	13,817.	2,537.
35	Postage and shipping	35	14,665.	14,665.	
36	Occupancy	36	80,561.	74,152.	6,409.
37	Equipment rental and maintenance	37	18,926.	16,236.	2,690.
38	Printing and publications	38	23,193.	23,193.	
39	Travel	39	3,012.	2,518.	494.
40	Conferences, conventions, and meetings	40	2,754.	2,540.	214.
41	Interest	41			
42	Depreciation, depletion, etc (attach schedule)	42	22,411.	20,629.	1,782.
43	Other expenses not covered above (itemize):				
a	SEE STATEMENT 1	43a	443,106.	435,657.	7,449.
b		43b			
c		43c			
d		43d			
e		43e			
44	Total functional expenses (add lines 22 - 43). Organizations completing columns (B) - (D), carry these totals to lines 13 - 15.	44	1,094,909.	1,022,229.	72,680.

Joint Costs. Check ☐ if you are following SOP 98-2.Are any joint costs from a combined educational campaign and fundraising solicitation reported in (B) Program services? ☐ Yes ☒ No

If 'Yes,' enter (i) the aggregate amount of these joint costs \$ _____; (ii) the amount allocated to Program services \$ _____; (iii) the amount allocated to Management and general \$ _____; and (iv) the amount allocated to Fundraising \$ _____.

Part III Statement of Program Service AccomplishmentsWhat is the organization's primary exempt purpose? SEE STATEMENT 2

All organizations must describe their exempt purpose achievements in a clear and concise manner. State the number of clients served, publications issued, etc. Discuss achievements that are not measurable. (Section 501(c)(3) & (4) organizations and 4947(a)(1) nonexempt charitable trusts must also enter the amount of grants & allocations to others.)

		Program Service Expenses (Required for 501(c)(3) and (4) organizations and 4947(a)(1) trusts; but optional for others.)
a	SEE STATEMENT 3	
	(Grants and allocations \$ _____)	1,022,229.
b		
	(Grants and allocations \$ _____)	
c		
	(Grants and allocations \$ _____)	
d		
	(Grants and allocations \$ _____)	
e	Other program services (Grants and allocations \$ _____)	
f	Total of Program Service Expenses (should equal line 44, column (B), Program services)	1,022,229.

Part IV Balance Sheets (See Instructions)**Note:** Where required, attached schedules and amounts within the description column should be for end-of-year amounts only.

		(A) Beginning of year		(B) End of year
ASSETS	45 Cash — non-interest-bearing	122.	45	20,406.
	46 Savings and temporary cash investments	116,775.	46	118,120.
	47a Accounts receivable	82,856.		
	b Less: allowance for doubtful accounts		47c	82,856.
	48a Pledges receivable		48c	
	b Less: allowance for doubtful accounts			
	49 Grants receivable	5,246.	49	
	50 Receivables from officers, directors, trustees, and key employees (attach schedule)		50	
	51a Other notes & loans receivable (attach sch.)		51c	
	b Less: allowance for doubtful accounts			
	52 Inventories for sale or use		52	
	53 Prepaid expenses and deferred charges	10,221.	53	13,358.
	54 Investments — securities (attach schedule)	15,000.	54	15,000.
	55a Investments — land, buildings, & equipment: basis			
	b Less: accumulated depreciation (attach schedule)		55c	
56 Investments — other (attach schedule)		56		
57a Land, buildings, and equipment: basis	206,239.			
b Less: accumulated depreciation (attach schedule)	156,805.	57c	49,434.	
58 Other assets (describe ► SEE STATEMENT 6)	5,000.	58	5,000.	
59 Total assets (add lines 45 through 58) (must equal line 74)	303,483.	59	304,174.	
LIABILITIES	60 Accounts payable and accrued expenses	10,181.	60	7,735.
	61 Grants payable		61	
	62 Deferred revenue	43,795.	62	58,986.
	63 Loans from officers, directors, trustees, and key employees (attach schedule)		63	
	64a Tax-exempt bond liabilities (attach schedule)		64a	
	b Mortgages and other notes payable (attach schedule)		64b	
	65 Other liabilities (describe ►)		65	
66 Total liabilities (add lines 60 through 65)	53,976.	66	66,721.	
NET ASSETS OR FUND BALANCES	Organizations that follow SFAS 117, check here ► <input checked="" type="checkbox"/> and complete lines 67 through 69 and lines 73 and 74.			
	67 Unrestricted	244,261.	67	237,453.
	68 Temporarily restricted	5,246.	68	
	69 Permanently restricted		69	
	Organizations that do not follow SFAS 117, check here ► <input type="checkbox"/> and complete lines 70 through 74.			
	70 Capital stock, trust principal, or current funds		70	
	71 Paid-in or capital surplus, or land, building, and equipment fund		71	
	72 Retained earnings, endowment, accumulated income, or other funds		72	
	73 Total net assets or fund balances (add lines 67 through 69 or lines 70 through 72; column (A) must equal line 19; column (B) must equal line 21)	249,507.	73	237,453.
	74 Total liabilities and net assets/fund balances (add lines 66 and 73)	303,483.	74	304,174.

Form 990 is available for public inspection and, for some people, serves as the primary or sole source of information about a particular organization. How the public perceives an organization in such cases may be determined by the information presented on its return. Therefore, please make sure the return is complete and accurate and fully describes, in Part III, the organization's programs and accomplishments.

BAA

**Part IV-A Reconciliation of Revenue per Audited
Financial Statements with Revenue
per Return (See instructions.)**

a	Total revenue, gains, and other support per audited financial statements	a	1,119,495.
b	Amounts included on line a but not on line 12, Form 990:		
(1)	Net unrealized gains on investments . . . \$		
(2)	Donated services and use of facilities . . . \$ 36,640.		
(3)	Recoveries of prior year grants \$		
(4)	Other (specify): ----- \$		
	Add amounts on lines (1) through (4)	b	36,640.
c	Line a minus line b	c	1,082,855.
d	Amounts included on line 12, Form 990 but not on line a :		
(1)	Investment expenses not included on line 6b, Form 990 \$		
(2)	Other (specify): ----- \$		
	Add amounts on lines (1) and (2)	d	
e	Total revenue per line 12, Form 990 (line c plus line d)	e	1,082,855.

Part IV-B	Reconciliation of Expenses per Audited Financial Statements with Expenses per Return
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a	Total expenses and losses per audited financial statements.	a	1,131,549.
b	Amounts included on line a but not on line 17, Form 990:		
(1)	Donated services and use of facilities. \$ 36,640.		
(2)	Prior year adjustments reported on line 20, Form 990 . . . \$		
(3)	Losses reported on line 20, Form 990 . . . \$		
(4)	Other (specify): ----- ----- \$		
	Add amounts on lines (1) through (4).	b	36,640.
c	Line a minus line b	c	1,094,909.
d	Amounts included on line 17, Form 990 but not on line a :		
(1)	Investment expenses not included on line 6b, Form 990 \$		
(2)	Other (specify): ----- ----- \$		
	Add amounts on lines (1) and (2).	d	
e	Total expenses per line 17, Form 990 (line c plus line d)	e	1,094,909.

Part V	List of Officers, Directors, Trustees, and Key Employees (List each one even if not compensated; see instructions.)
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(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 and other allowances
SEE STATEMENT 7				
		143,235.	15,030.	0.

75 Did any officer, director, trustee, or key employee receive aggregate compensation of more than \$100,000 from your organization and all related organizations, of which more than \$10,000 was provided by the related organizations? ▶ ☐ Yes ☒ No

If 'Yes,' attach schedule – see instructions.

Part VI Other Information (See instructions.)

	Yes	No
76 Did the organization engage in any activity not previously reported to the IRS? If 'Yes,' attach a detailed description of each activity.	76	X
77 Were any changes made in the organizing or governing documents but not reported to the IRS? If 'Yes,' attach a conformed copy of the changes.	77	X
78a Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return?	78a	X
b If 'Yes,' has it filed a tax return on Form 990-T for this year?	78b	N/A
79 Was there a liquidation, dissolution, termination, or substantial contraction during the year? If 'Yes,' attach a statement.	79	X
80a Is the organization related (other than by association with a statewide or nationwide organization) through common membership, governing bodies, trustees, officers, etc. to any other exempt or nonexempt organization?	80a	X
b If 'Yes,' enter the name of the organization <u>N/A</u> and check whether it is <input type="checkbox"/> exempt or <input type="checkbox"/> nonexempt.		
81a Enter direct and indirect political expenditures. See line 81 instructions.	81a	0.
b Did the organization file Form 1120-POL for this year?	81b	X
82a Did the organization receive donated services or the use of materials, equipment, or facilities at no charge or at substantially less than fair rental value?	82a	X
b If 'Yes,' you may indicate the value of these items here. Do not include this amount as revenue in Part I or as an expense in Part II. (See instructions in Part III.)	82b	36,640.
83a Did the organization comply with the public inspection requirements for returns and exemption applications?	83a	X
b Did the organization comply with the disclosure requirements relating to quid pro quo contributions?	83b	X
84a Did the organization solicit any contributions or gifts that were not tax deductible?	84a	X
b If 'Yes,' did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	84b	N/A
85 501(c)(4), (5), or (6) organizations. a Were substantially all dues nondeductible by members?	85a	N/A
b Did the organization make only in-house lobbying expenditures of \$2,000 or less? If 'Yes' was answered to either 85a or 85b, do not complete 85c through 85h below unless the organization received a waiver for proxy tax owed for the prior year.	85b	N/A
c Dues, assessments, and similar amounts from members.	85c	N/A
d Section 162(e) lobbying and political expenditures.	85d	N/A
e Aggregate nondeductible amount of section 6033(e)(1)(A) dues notices.	85e	N/A
f Taxable amount of lobbying and political expenditures (line 85d less 85e).	85f	N/A
g Does the organization elect to pay the section 6033(e) tax on the amount on line 85f?	85g	N/A
h If section 6033(e)(1)(A) dues notices were sent, does the organization agree to add the amount on line 85f to its reasonable estimate of dues allocable to nondeductible lobbying and political expenditures for the following tax year?	85h	N/A
86 501(c)(7) organizations. Enter: a Initiation fees and capital contributions included on line 12.	86a	N/A
b Gross receipts, included on line 12, for public use of club facilities.	86b	N/A
87 501(c)(12) organizations. Enter: a Gross income from members or shareholders.	87a	N/A
b Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	87b	N/A
88 At any time during the year, did the organization own a 50% or greater interest in a taxable corporation or partnership, or an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If 'Yes,' complete Part IX.	88	X
89a 501(c)(3) organizations. Enter: Amount of tax imposed on the organization during the year under: section 4911 <u>0.</u> ; section 4912 <u>0.</u> ; section 4955 <u>0.</u>		
b 501(c)(3) and 501(c)(4) organizations. Did the organization engage in any section 4958 excess benefit transaction during the year or did it become aware of an excess benefit transaction from a prior year? If 'Yes,' attach a statement explaining each transaction.	89b	X
c Enter: Amount of tax imposed on the organization managers or disqualified persons during the year under sections 4912, 4955, and 4958.		0.
d Enter: Amount of tax on line 89c, above, reimbursed by the organization.		0.
90a List the states with which a copy of this return is filed <u>TENNESSEE</u>		
b Number of employees employed in the pay period that includes March 12, 2003 (See instructions.)	90b	7
91 The books are in care of <u>CEEANE YATES</u> Telephone number <u>615-259-0100</u> Located at <u>44 VANTAGE WAY, SUITE 230</u> ZIP + 4 <u>37228-1548</u>		
92 Section 4947(a)(1) nonexempt charitable trusts filing Form 990 in lieu of Form 1041 — Check here. <input type="checkbox"/> and enter the amount of tax-exempt interest received or accrued during the tax year. <u>92</u>		N/A

Part VII Analysis of Income-Producing Activities (See instructions.)**Note:** Enter gross amounts unless otherwise indicated.

	Unrelated business income		Excluded by section 512, 513, or 514		(E) Related or exempt function income
	(A) Business code	(B) Amount	(C) Exclusion code	(D) Amount	
93 Program service revenue:					
a SALUTE EVENT TICKETS					42,055.
b SERVICE FEES					640,830.
c					
d					
e					
f Medicare/Medicaid payments					
g Fees & contracts from government agencies					
94 Membership dues and assessments					49,050.
95 Interest on savings & temporary cash invmnts			14	1,748.	
96 Dividends & interest from securities					
97 Net rental income or (loss) from real estate:					
a debt-financed property					
b not debt-financed property					
98 Net rental income or (loss) from pers prop.					
99 Other investment income					
100 Gain or (loss) from sales of assets other than inventory					
101 Net income or (loss) from special events					
102 Gross profit or (loss) from sales of inventory					
103 Other revenue: a					
b MISCELLANEOUS					465.
c					
d					
e					
104 Subtotal (add columns (B), (D), and (E))				1,748.	732,400.
105 Total (add line 104, columns (B), (D), and (E))					734,148.

Note: Line 105 plus line 1d, Part I, should equal the amount on line 12, Part I.**Part VIII Relationship of Activities to the Accomplishment of Exempt Purposes** (See instructions.)

Line No.	Explain how each activity for which income is reported in column (E) of Part VII contributed importantly to the accomplishment of the organization's exempt purposes (other than by providing funds for such purposes).
1	SEE STATEMENT 8
2	
3	
4	

Part IX Information Regarding Taxable Subsidiaries and Disregarded Entities (See instructions.)

(A) Name, address, and EIN of corporation, partnership, or disregarded entity	(B) Percentage of ownership interest	(C) Nature of activities	(D) Total income	(E) End-of-year assets
N/A	%			
	%			
	%			
	%			

Part X Information Regarding Transfers Associated with Personal Benefit Contracts (See instructions.)

a Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? ☐ Yes ☒ No

b Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? ☐ Yes ☒ No

Note: If 'Yes' to (b), file Form 8870 and Form 4720 (see instructions).

Please Sign Here	Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.			
	Signature of officer		Date	
Paid Preparer's Use Only	Preparer's signature		Date	Preparer's SSN or PTIN (see General Instruction W)
	Firm's name (or yours if self-employed) address, and ZIP + 4		EIN	Phone no.

SCHEDULE A
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

**Organization Exempt Under
Section 501(c)(3)**

**(Except Private Foundation) and Section 501(e), 501(f), 501(k),
501(n), or Section 4947(a)(1) Nonexempt Charitable Trust**

Supplementary Information — (See separate instructions.)

► **MUST be completed by the above organizations and attached to their Form 990 or 990-EZ.**

OMB No. 1545-0047

2003

Name of the organization

CENTER FOR NONPROFIT MANAGEMENT, INC.

Employer identification number

58-2000064

Part I

Compensation of the Five Highest Paid Employees Other Than Officers, Directors, and Trustees

(See instructions. List each one. If there are 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 and other allowances
NONE				
Total number of other employees paid over \$50,000	0			

Part II

Compensation of the Five Highest Paid Independent Contractors for Professional Services

(See instructions. List each one (whether individuals or firms). If there are none, enter 'None'.)

(a) Name and address of each independent contractor paid more than \$50,000	(b) Type of service	(c) Compensation
FRANK PARSONS		
BRENTWOOD, TN	CONSULTING	50,707.
MARY BAKER		
NASHVILLE, TN	CONSULTING	77,880.
Total number of others receiving over \$50,000 for professional services	0	

Part III Statements About Activities (See instructions.)

Yes No

- 1 During the year, has the organization attempted to influence national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum? If 'Yes,' enter the total expenses paid or incurred in connection with the lobbying activities. . . . ▶ \$ N/A (Must equal amounts on line 38, Part VI-A, or line i of Part VI-B.)

1 X

Organizations that made an election under section 501(h) by filing Form 5768 must complete Part VI-A. Other organizations checking 'Yes,' must complete Part VI-B AND attach a statement giving a detailed description of the lobbying activities.

- 2 During the year, has the organization, either directly or indirectly, engaged in any of the following acts with any substantial contributors, trustees, directors, officers, creators, key employees, or members of their families, or with any taxable organization with which any such person is affiliated as an officer, director, trustee, majority owner, or principal beneficiary? (If the answer to any question is 'Yes,' attach a detailed statement explaining the transactions.)

a Sale, exchange, or leasing of property?

2a X

b Lending of money or other extension of credit?

2b X

c Furnishing of goods, services, or facilities?

2c X

SEE FORM 990, PART V

d Payment of compensation (or payment or reimbursement of expenses if more than \$1,000)?

2d X

e Transfer of any part of its income or assets?

2e X

- 3a Do you make grants for scholarships, fellowships, student loans, etc? (If 'Yes,' attach an explanation of how you determine that recipients qualify to receive payments.)

3a X

b Do you have a section 403(b) annuity plan for your employees?

3b X

- 4 Did you maintain any separate account for participating donors where donors have the right to provide advice on the use or distribution of funds?

4 X

Part IV Reason for Non-Private Foundation Status (See instructions.)

The organization is not a private foundation because it is: (Please check only **ONE** applicable box.)

- 5 ☐ A church, convention of churches, or association of churches. Section 170(b)(1)(A)(i).
 6 ☐ A school. Section 170(b)(1)(A)(ii). (Also complete Part V.)
 7 ☐ A hospital or a cooperative hospital service organization. Section 170(b)(1)(A)(iii).
 8 ☐ A Federal, state, or local government or governmental unit. Section 170(b)(1)(A)(v).
 9 ☐ A medical research organization operated in conjunction with a hospital. Section 170(b)(1)(A)(iii). Enter the hospital's name, city, and state ▶

- 10 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit. Section 170(b)(1)(A)(iv). (Also complete the **Support Schedule** in Part IV-A.)

- 11a ☒ An organization that normally receives a substantial part of its support from a governmental unit or from the general public. Section 170(b)(1)(A)(vi). (Also complete the **Support Schedule** in Part IV-A.)

- 11b ☐ A community trust. Section 170(b)(1)(A)(vi). (Also complete the **Support Schedule** in Part IV-A.)

- 12 ☐ An organization that normally receives: (1) more than 33-1/3% of its support from contributions, membership fees, and gross receipts from activities related to its charitable, etc, functions — subject to certain exceptions, and (2) no more than 33-1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See section 509(a)(2). (Also complete the **Support Schedule** in Part IV-A.)

- 13 ☐ An organization that is not controlled by any disqualified persons (other than foundation managers) and supports organizations described in: (1) lines 5 through 12 above; or (2) section 501(c)(4), (5), or (6), if they meet the test of section 509(a)(2). (See section 509(a)(3).)

Provide the following information about the supported organizations. (See instructions.)

(a) Name(s) of supported organization(s)	(b) Line number from above

- 14 ☐ An organization organized and operated to test for public safety. Section 509(a)(4). (See instructions.)

Part IV-A Support Schedule (Complete only if you checked a box on line 10, 11, or 12.) **Use cash method of accounting.****Note:** You may use the worksheet in the instructions for converting from the accrual to the cash method of accounting.

Calendar year (or fiscal year beginning in)	(a) 2002	(b) 2001	(c) 2000	(d) 1999	(e) Total
15 Gifts, grants, and contributions received. (Do not include unusual grants. See line 28.)	480,688.	447,747.	399,871.	326,080.	1,654,386.
16 Membership fees received	50,030.	45,710.	44,075.	36,725.	176,540.
17 Gross receipts from admissions, merchandise sold or services performed, or furnishing of facilities in any activity that is related to the organization's charitable, etc., purpose	613,088.	576,468.	572,452.	397,168.	2,159,176.
18 Gross income from interest, dividends, amounts received from payments on securities loans (section 512(a)(5)), rents, royalties, and unrelated business taxable income (less section 511 taxes) from businesses acquired by the organization after June 30, 1975	3,076.	6,862.	12,684.	5,643.	28,265.
19 Net income from unrelated business activities not included in line 18					
20 Tax revenues levied for the organization's benefit and either paid to it or expended on its behalf					
21 The value of services or facilities furnished to the organization by a governmental unit without charge. Do not include the value of services or facilities generally furnished to the public without charge					
22 Other income. Attach a schedule. Do not include gain or (loss) from sale of capital assets. SEE STMT. 9.	479.	554.	3,015.	1,985.	6,033.
23 Total of lines 15 through 22	1,147,361.	1,077,341.	1,032,097.	767,601.	4,024,400.
24 Line 23 minus line 17	534,273.	500,873.	459,645.	370,433.	1,865,224.
25 Enter 1% of line 23	11,474.	10,773.	10,321.	7,676.	
26 Organizations described on lines 10 or 11: a Enter 2% of amount in column (e), line 24					26a 37,304.
b Prepare a list for your records to show the name of and amount contributed by each person (other than a governmental unit or publicly supported organization) whose total gifts for 1999 through 2002 exceeded the amount shown in line 26a. Do not file this list with your return. Enter the total of all these excess amounts					26b 664,751.
c Total support for section 509(a)(1) test: Enter line 24, column (e)					26c 1,865,224.
d Add: Amounts from column (e) for lines: 18 28,265. 19 22 6,033. 26b 664,751.					26d 699,049.
e Public support (line 26c minus line 26d total)					26e 1,166,175.
f Public support percentage (line 26e (numerator) divided by line 26c (denominator))					26f 62.52 %
27 Organizations described on line 12: N/A					
a For amounts included in lines 15, 16, and 17 that were received from a 'disqualified person,' prepare a list for your records to show the name of, and total amounts received in each year from, each 'disqualified person.' Do not file this list with your return. Enter the sum of such amounts for each year: (2002) _____ (2001) _____ (2000) _____ (1999) _____					
b For any amount included in line 17 that was received from each person (other than 'disqualified persons'), prepare a list for your records to show the name of, and amount received for each year, that was more than the larger of (1) the amount on line 25 for the year or (2) \$5,000. (Include in the list organizations described in lines 5 through 11, as well as individuals.) Do not file this list with your return. After computing the difference between the amount received and the larger amount described in (1) or (2), enter the sum of these differences (the excess amounts) for each year: (2002) _____ (2001) _____ (2000) _____ (1999) _____					
c Add: Amounts from column (e) for lines: 15 _____ 16 _____ 17 _____ 20 _____ 21 _____					27c _____
d Add: Line 27a total and line 27b total					27d _____
e Public support (line 27c total minus line 27d total)					27e _____
f Total support for section 509(a)(2) test: Enter amount from line 23, column (e)					27f _____
g Public support percentage (line 27e (numerator) divided by line 27f (denominator))					27g _____ %
h Investment income percentage (line 18, column (e) (numerator) divided by line 27f (denominator))					27h _____ %

28 Unusual Grants: For an organization described in line 10, 11, or 12 that received any unusual grants during 1999 through 2002, prepare a list for your records to show, for each year, the name of the contributor, the date and amount of the grant, and a brief description of the nature of the grant. Do not file this list with your return. Do not include these grants in line 15.

Part V Private School Questionnaire (See instructions.)
(To be completed ONLY by schools that checked the box on line 6 in Part IV)

N/A

		Yes	No
29	Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?		
30	Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?		
31	Has the organization publicized its racially nondiscriminatory policy through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves?		
	If 'Yes,' please describe; if 'No,' please explain. (If you need more space, attach a separate statement.) ----- ----- -----		
32	Does the organization maintain the following:		
a	Records indicating the racial composition of the student body, faculty, and administrative staff?		
b	Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?		
c	Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?		
d	Copies of all material used by the organization or on its behalf to solicit contributions?		
	If you answered 'No' to any of the above, please explain. (If you need more space, attach a separate statement.) ----- -----		
33	Does the organization discriminate by race in any way with respect to:		
a	Students' rights or privileges?		
b	Admissions policies?		
c	Employment of faculty or administrative staff?		
d	Scholarships or other financial assistance?		
e	Educational policies?		
f	Use of facilities?		
g	Athletic programs?		
h	Other extracurricular activities?		
	If you answered 'Yes' to any of the above, please explain. (If you need more space, attach a separate statement.) ----- ----- -----		
34a	Does the organization receive any financial aid or assistance from a governmental agency?		
b	Has the organization's right to such aid ever been revoked or suspended?		
	If you answered 'Yes' to either 34a or b, please explain using an attached statement. ----- -----		
35	Does the organization certify that it has complied with the applicable requirements of sections 4.01 through 4.05 of Rev Proc 75-50, 1975-2 C.B. 587, covering racial nondiscrimination? If 'No,' attach an explanation.		

Part VI-A Lobbying Expenditures by Electing Public Charities (See instructions.)
(To be completed **ONLY** by an eligible organization that filed Form 5768)

N/A

Check **a** ☐ if the organization belongs to an affiliated group. Check **b** ☐ if you checked 'a' and 'limited control' provisions apply.

Limits on Lobbying Expenditures (The term 'expenditures' means amounts paid or incurred.)		(a) Affiliated group totals	(b) To be completed for ALL electing organizations												
36	Total lobbying expenditures to influence public opinion (grassroots lobbying)	36													
37	Total lobbying expenditures to influence a legislative body (direct lobbying)	37													
38	Total lobbying expenditures (add lines 36 and 37)	38													
39	Other exempt purpose expenditures	39													
40	Total exempt purpose expenditures (add lines 38 and 39)	40													
41	Lobbying nontaxable amount. Enter the amount from the following table — <table><tr><td>If the amount on line 40 is —</td><td>The lobbying nontaxable amount is —</td></tr><tr><td>Not over \$500,000</td><td>20% of the amount on line 40</td></tr><tr><td>Over \$500,000 but not over \$1,000,000</td><td>\$100,000 plus 15% of the excess over \$500,000</td></tr><tr><td>Over \$1,000,000 but not over \$1,500,000</td><td>\$175,000 plus 10% of the excess over \$1,000,000</td></tr><tr><td>Over \$1,500,000 but not over \$17,000,000</td><td>\$225,000 plus 5% of the excess over \$1,500,000</td></tr><tr><td>Over \$17,000,000</td><td>\$1,000,000</td></tr></table>	If the amount on line 40 is —	The lobbying nontaxable amount is —	Not over \$500,000	20% of the amount on line 40	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000	Over \$17,000,000	\$1,000,000	41	
If the amount on line 40 is —	The lobbying nontaxable amount is —														
Not over \$500,000	20% of the amount on line 40														
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000														
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000														
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000														
Over \$17,000,000	\$1,000,000														
42	Grassroots nontaxable amount (enter 25% of line 41)	42													
43	Subtract line 42 from line 36. Enter -0- if line 42 is more than line 36	43													
44	Subtract line 41 from line 38. Enter -0- if line 41 is more than line 38	44													
Caution: If there is an amount on either line 43 or line 44, you must file Form 4720.															

4 -Year Averaging Period Under Section 501(h)(Some organizations that made a section 501(h) election do not have to complete all of the five columns below.
See the instructions for lines 45 through 50.)

Calendar year (or fiscal year beginning in) ▶	Lobbying Expenditures During 4-Year Averaging Period				(e) Total
	(a) 2003	(b) 2002	(c) 2001	(d) 2000	
45 Lobbying nontaxable amount					
46 Lobbying ceiling amount (150% of line 45(e))					
47 Total lobbying expenditures					
48 Grassroots non-taxable amount					
49 Grassroots ceiling amount (150% of line 48(e))					
50 Grassroots lobbying expenditures					

Part VI-B Lobbying Activity by Nonelecting Public Charities

(For reporting only by organizations that did not complete Part VI-A) (See instructions.)

N/A

During the year, did the organization attempt to influence national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:	Yes	No	Amount
a Volunteers			
b Paid staff or management (Include compensation in expenses reported on lines c through h .)			
c Media advertisements			
d Mailings to members, legislators, or the public			
e Publications, or published or broadcast statements			
f Grants to other organizations for lobbying purposes			
g Direct contact with legislators, their staffs, government officials, or a legislative body			
h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any other means			
i Total lobbying expenditures (add lines c through h .)			

If 'Yes' to any of the above, also attach a statement giving a detailed description of the lobbying activities.

BAA

Schedule A (Form 990 or 990-EZ) 2003

Schedule B
(Form 990, 990-EZ,
or 990-PF)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors
Supplementary information for
line 1 of Form 990, 990-EZ and 990-PF (see instructions)

OMB No. 1545-0047

2003

Name of organization

CENTER FOR NONPROFIT MANAGEMENT, INC.

Employer identification number

58-2000064

Organization type (check one):

Filers of:

Form 990 or 990-EZ

Section:

- ☒ 501(c)(3) (enter number) organization
☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation
☐ 527 political organization

Form 990-PF

- ☐ 501(c)(3) exempt private foundation
☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation
☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**. (**Note:** Only a section 501(c)(7), (8), or (10) organization can check box(es) for both the General Rule and a Special Rule — see instructions.)

General Rule —

- ☐ For organizations filing Form 990, 990-EZ, or 990-PF that received, during the year, \$5,000 or more (in money or property) from any one contributor. (Complete Parts I and II.)

Special Rules —

- ☒ For a section 501(c)(3) organization filing Form 990, or Form 990-EZ, that met the 33-1/3% support test of the regulations under sections 509(a)(1)/170(b)(1)(A)(vi) and received from any one contributor, during the year, a contribution of the greater of \$5,000 or 2% of the amount on line 1 of these forms. (Complete Parts I and II.)
- ☐ For a section 501(c)(7), (8), or (10) organization filing Form 990, or Form 990-EZ, that received from any one contributor, during the year, aggregate contributions or bequests of more than \$1,000 for use *exclusively* for religious, charitable, scientific, literary, or educational purposes, or the prevention of cruelty to children or animals. (Complete Parts I, II, and III.)
- ☐ For a section 501(c)(7), (8), or (10) organization filing Form 990, or Form 990-EZ, that received from any one contributor, during the year, some contributions for use *exclusively* for religious, charitable, etc. purposes, but these contributions did not aggregate to more than \$1,000. (If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc. purpose. Do not complete any of the Parts unless the **General Rule** applies to this organization because it received nonexclusively religious, charitable, etc. contributions of \$5,000 or more during the year.) ► \$ _____

Caution: Organizations that are not covered by the General Rule and/or the Special Rules do not file Schedule B (Form 990, 990-EZ, or 990-PF) but they **must** check the box in the heading of their Form 990, Form 990-EZ, or on line 1 of their Form 990-PF, to certify that they do not meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

BAA For Paperwork Reduction Act Notice, see the instructions for Form 990 and Form 990-EZ.

Schedule **B** (Form 990, 990-EZ, or 990-PF) (2003)

Name of organization

Employer identification number

CENTER FOR NONPROFIT MANAGEMENT, INC.

58-2000064

Part I Contributors (See Specific Instructions.)

(a) Number	(b) Name, address, and ZIP + 4	(c) Aggregate contributions	(d) Type of contribution
1	THE FRIST FOUNDATION 3319 WEST END AVE, SUITE 900 NASHVILLE, TN 37203	\$ 190,800.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
2	THE MEMORIAL FOUNDATION 1000 NORTH CHASE DRIVE, #320 GOODLETTSVILLE, TN 37072	\$ 20,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
3	UNITED WAY OF MIDDLE TENNESSEE 250 VENTURE CIRCLE NASHVILLE, TN 37228	\$ 89,240.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
4	COMMUNITY FOUNDATION 210 23RD AVENUE NORTH NASHVILLE, TN 37203	\$ 50,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
5	HCA FOUNDATION ONE PARK PLAZA NASHVILLE, TN 37202	\$ 24,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)

Employer identification number

58-2000064

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
	N/A		
		\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
		\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
		\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
		\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
		\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
		\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
		\$	

Name of organization

Employer identification number

CENTER FOR NONPROFIT MANAGEMENT, INC.

58-2000064

Part III Exclusively religious, charitable, etc., individual contributions to section 501(c)(7), (8), or (10) organizations aggregating more than \$1,000 for the year (Complete cols (a) through (e) and the following line entry.)For organizations completing Part III, enter total of *exclusively* religious, charitable, etc., contributions of **\$1,000 or less** for the year. (Enter this information once — see instructions.) \$ N/A

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
	N/A		
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee

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STATEMENT 1
FORM 990, PART II, LINE 43
OTHER EXPENSES

	(A)	(B)	(C)	(D)
	TOTAL	PROGRAM SERVICES	MANAGEMENT & GENERAL	FUNDRAISING
ADVERTISING	1,362.	1,362.		
AWARDS	15,746.	15,734.	12.	
BAD DEBT EXPENSE	977.	915.	62.	
BANK SERVICES	804.	712.	92.	
COLLECTION SERVICE	739.	655.	84.	
FOOD SERVICE	25,380.	25,380.		
INSURANCE	34,966.	29,972.	4,994.	
LICENSE	332.	311.	21.	
MEMBERSHIPS	1,500.	1,304.	196.	
MISCELLANEOUS COSTS	40.	36.	4.	
PAYROLL SERVICES	961.	803.	158.	
SOFTWARE	1,379.	1,153.	226.	
TEMPORARY SERVICES	13,162.	11,562.	1,600.	
TRAINING & CONSULTING COSTS	342,792.	342,792.		
VIDEO PRODUCTION	2,966.	2,966.		
TOTAL	\$ 443,106.	\$ 435,657.	\$ 7,449.	\$ 0.

STATEMENT 2
FORM 990, PART III
ORGANIZATION'S PRIMARY EXEMPT PURPOSE

TO ENHANCE THE ABILITY OF NONPROFIT ORGANIZATIONS TO MANAGE THEIR BUSINESS BY PROVIDING SERVICES AND RESOURCES TO THE BOARD, EMPLOYEES, AND VOLUNTEERS.

STATEMENT 3
FORM 990, PART III, LINE A
STATEMENT OF PROGRAM SERVICE ACCOMPLISHMENTS

DESCRIPTION	GRANTS AND ALLOCATIONS	PROGRAM SERVICE EXPENSES
TRAINING AND DEVELOPING SERVICES: CNM CONDUCTS SEMINARS, WORKSHOPS, FORUMS, AND BRIEFINGS FOR REPRESENTATIVES OF NONPROFIT AGENCIES.		323,407.
CONSULTING SERVICES: CONSULTATIONS ARE PROVIDED TO NONPROFIT AGENCIES CONCERNING A VARIETY OF MANAGEMENT ISSUES TO ADDRESS SPECIFIC NEEDS AS REQUESTED BY THE AGENCIES.		399,170.
MANAGEMENT RESOURCE CENTER: CNM PROVIDES A REFERENCE LIBRARY CONTAINING BOOKS, PERIODICALS, AND VIDEOS DEALING WITH THE MANAGEMENT OF NONPROFIT ORGANIZATIONS. THIS LIBRARY IS AVAILABLE TO REPRESENTATIVES OF NONPROFIT ORGANIZATIONS		30,810.
SALUTE TO EXCELLENCE AWARDS: CNM HOSTS AN ANNUAL AWARDS EVENT TO RECOGNIZE OUTSTANDING MANAGEMENT ACCOMPLISHMENTS BY NONPROFIT ORGANIZATIONS IN THE MIDDLE TENNESSEE AREA.		85,672.

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STATEMENT 3 (CONTINUED)
FORM 990, PART III, LINE A
STATEMENT OF PROGRAM SERVICE ACCOMPLISHMENTS

DESCRIPTION	GRANTS AND ALLOCATIONS	PROGRAM SERVICE EXPENSES
PERFORMANCE MEASUREMENT RESOURCE CENTER: PROVIDES NONPROFIT ORGANIZATIONS PERFORMANCE MEASUREMENT TOOLS TO COLLECT AND ANALYZE DATA AND SUPPORTING SERVICES TO BENCHMARK AND IMPROVE ORGANIZATION AND PROGRAM PERFORMANCE.		165,478.
PRODUCTS: PUBLICATIONS COMPILED FOR THE BENEFIT OF NON-PROFIT ORGANIZATION REGARDING THE GRANT APPLICATION PROCESS AND OTHER GENERAL APPLICATION PROCEDURES.		17,692.
	<u>\$ 0.</u>	<u>\$ 1,022,229.</u>

STATEMENT 4
FORM 990, PART IV, LINE 54
INVESTMENTS - SECURITIES

OTHER SECURITIES	VALUATION METHOD	AMOUNT
SECURITIES	COST	\$ 15,000.
	TOTAL	\$ 15,000.
TOTAL INVESTMENTS - SECURITIES		<u>\$ 15,000.</u>

STATEMENT 5
FORM 990, PART IV, LINE 57
LAND, BUILDINGS, AND EQUIPMENT

CATEGORY	BASIS	ACCUM. DEPREC.	BOOK VALUE
MACHINERY AND EQUIPMENT	\$ 206,239.	\$ 156,805.	\$ 49,434.
TOTAL	<u>\$ 206,239.</u>	<u>\$ 156,805.</u>	<u>\$ 49,434.</u>

STATEMENT 6
FORM 990, PART IV, LINE 58
OTHER ASSETS

SECURITY DEPOSIT	\$ 5,000.
TOTAL	<u>\$ 5,000.</u>

CENTER FOR NONPROFIT MANAGEMENT, INC.

58-2000064

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STATEMENT 7
FORM 990, PART V
LIST OF OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES

<u>NAME AND ADDRESS</u>	<u>TITLE AND AVERAGE HOURS PER WEEK DEVOTED</u>	<u>COMPEN- SATION</u>	<u>CONTRI- BUTION TO EBP & DC</u>	<u>EXPENSE ACCOUNT/ OTHER</u>
VIC ALEXANDER NASHVILLE, TN	TREASURER 1	\$ 0.	\$ 0.	\$ 0.
JAYNEE DAY NASHVILLE, TN	DIRECTOR 1	0.	0.	0.
PETER F. BIRD NASHVILLE, TN	NON VOTING 1	0.	0.	0.
KATIE EDGE NASHVILLE, TN	DIRECTOR 1	0.	0.	0.
MARCELA GOMEZ NASHVILLE, TN	DIRECTOR 1	0.	0.	0.
BILL JONES NASHVILLE, TN	DIRECTOR 1	0.	0.	0.
DEBORAH STORY BRENTWOOD, TN	VICE PRESIDENT 1	0.	0.	0.
BILL MCMEEKIN NASHVILLE, TN	DIRECTOR 1	0.	0.	0.
KENT FOURMAN BRENTWOOD, TN	VICE PRESIDENT 1	0.	0.	0.
BILL RUTHERFORD NASHVILLE, TN	DIRECTOR 1	0.	0.	0.
CHARLES L. HOWORTH NASHVILLE, TN	DIRECTOR 1	0.	0.	0.
WOODY WOODRING NASHVILLE, TN	DIRECTOR 1	0.	0.	0.

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STATEMENT 7 (CONTINUED)
FORM 990, PART V
LIST OF OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES

<u>NAME AND ADDRESS</u>	<u>TITLE AND AVERAGE HOURS PER WEEK DEVOTED</u>	<u>COMPEN- SATION</u>	<u>CONTRI- BUTION TO EBP & DC</u>	<u>EXPENSE ACCOUNT/ OTHER</u>
WILLIAM T. CHEEK, III NASHVILLE, TN	DIRECTOR 1	\$ 0.	\$ 0.	\$ 0.
RUTH JOHNSON NASHVILLE, TN	DIRECTOR 1	0.	0.	0.
JAMIE JONES NASHVILLE, TN	BOARD PRESIDENT 1	0.	0.	0.
DON KOHANSKI NASHVILLE, TN	DIRECTOR 1	0.	0.	0.
ALAN VALENTINE NASHVILLE, TN 37215	DIRECTOR 1	0.	0.	0.
KEEL HUNT NASHVILLE, TN	DIRECTOR 1	0.	0.	0.
RICHARD W. OLIVER NASHVILLE, TN	DIRECTOR 1	0.	0.	0.
JOE INTERRANTE NASHVILLE, TN	DIRECTOR 1	0.	0.	0.
RICK MILLER NASHVILLE, TN	DIRECTOR 1	0.	0.	0.
DEBORAH COLE NASHVILLE, TN	DIRECTOR 1	0.	0.	0.
MIKE SCHOENFELD NASHVILLE, TN	DIRECTOR 1	0.	0.	0.
RONNIE STEINE NASHVILLE, TN	DIRECTOR 1	0.	0.	0.

9/27/04

08:11AM

STATEMENT 7 (CONTINUED)
FORM 990, PART V
LIST OF OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES

NAME AND ADDRESS	TITLE AND AVERAGE HOURS PER WEEK DEVOTED	COMPEN- SATION	CONTRI- BUTION TO EBP & DC	EXPENSE ACCOUNT/ OTHER
FORREST HARRIS NASHVILLE, TN	DIRECTOR 1	\$ 0.	\$ 0.	\$ 0.
JAMES R. VAILLANCOURT NASHVILLE, TN	EXECUTIVE DIREC 40	80,637.	8,370.	0.
DEBORAH VARALLO NASHVILLE, TN	PAST BOARD PRES 1	0.	0.	0.
CECILIA MYNATT NASHVILLE, TN	ASSOC EXEC DIR 40	62,598.	6,660.	0.
TOTAL		\$ 143,235.	\$ 15,030.	\$ 0.

STATEMENT 8
FORM 990, PART VIII
RELATIONSHIP OF ACTIVITIES TO THE ACCOMPLISHMENT OF EXEMPT PURPOSES

LINE #	EXPLANATION OF ACTIVITIES
93B	SERVICES FEES CONSIST OF TRAINING AND CONSULTATION SERVICES THAT CONSIST OF SEMINARS, WORKSHOPS, FORUMS, AND DIRECT ASSISTANCE.
93A	THE SALUTE TO EXCELLENCE AWARDS RECOGNIZES NONPROFIT ORGANIZATIONS IN THE MIDDLE TENNESSEE AREA FOR OUTSTANDING ACHIEVEMENTS IN MANAGEMENT.
103B	INCOME PROVIDES ADDITIONAL FUNDS TO ENHANCE THE ACTIVITIES OF OTHER NONPROFIT ORGANIZATION'S EXEMPT PURPOSE.
94	MEMBERSHIP DUES PROVIDE ADDITIONAL FUNDS FOR THE COST OF CONSULTING AND TRAINING SERVICES AVAILABLE TO THE PARTICIPATING NONPROFIT ORGANIZATIONS.

STATEMENT 9
SCHEDULE A, PART IV-A, LINE 22
OTHER INCOME

DESCRIPTION	(A) 2002	(B) 2001	(C) 2000	(D) 1999	(E) TOTAL
MISCELLANEOUS	\$ 479.	\$ 554.	\$ 3,015.	\$ 1,985.	\$ 6,033.
TOTAL	\$ 479.	\$ 554.	\$ 3,015.	\$ 1,985.	\$ 6,033.

CENTER FOR NONPROFIT MANAGEMENT, INC.
44 VANTAGE WAY Suite 230
NASHVILLE, TN 37228-1548

Internal Revenue Service
Ogden, UT 84201-0027

DO NOT FILE