

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent ContractorsCheck if Schedule O contains a response or note to any line in this Part VII ☐**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.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

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

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) Cynthia Dunn Trustee	5*	✓								
(2) Pedro Rivera Trustee	5*	✓								
(3) Russell Redding Trustee	5*	✓								
(4) Robert Capretto Trustee	5*	✓								
(5) Daniel Delligatti Trustee	5*	✓								
(6) J. Alex Hartzler Trustee	5*	✓								
(7) David Kleppinger Trustee	5*	✓								
(8) Stanley Rapp Trustee	5*	✓								
(9) Elliott Weinstein Trustee	5*	✓								
(10) Edward Brown, III Trustee	5*	✓								
(11) Barbara Doran Trustee	5*	✓								
(12) Robert Jubelirer Trustee	5*	✓								
(13) Anthony Lubrano Trustee	5*	✓								
(14) Ryan McCombie Trustee	5*	✓								

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15) William Oldsey Trustee	5*	✓								
(16) Joseph Paterno, Jr. Trustee	5*	✓								
(17) Alice Pope Trustee	5*	✓								
(18) Robert Tribeck Trustee	5*	✓								
(19) Donald Cotner Trustee	5*	✓								
(20) Valerie Detwiler Trustee	5*	✓								
(21) Lynn Dietrich Trustee	5*	✓								
(22) M. Abraham Harpster Trustee	5*	✓								
(23) Chris Hoffman Trustee	5*	✓								
(24) Keith Masser Trustee	5*	✓								
(25) Richard Dandrea Trustee	5*	✓								
1b Sub-total										
c Total from continuation sheets to Part VII, Section A								13232537		630597
d Total (add lines 1b and 1c)								13232537		630597

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **▶** 3540

3 Did the organization list any **former** officer, director, or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual **▶** **3** Yes ☒ No ☐

4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If "Yes," complete Schedule J for such individual **▶** **4** Yes ☒ No ☐

5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person **▶** **5** Yes ☐ No ☒

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
Clayco, Inc., Chicago, IL 60601	Construction engineering	87595560
Barton Malow Company, Southfield, MI 48034	Construction	57742603
Pyramid Constructions Services Inc., Wormleysburg, PA 17043	Construction	22922796
PJ Dick, Inc., Pittsburgh, PA 15212	Construction	22273239
Turner Construction Company, New York City, NY 10014	Construction & real estate	21217326

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **▶** 1415

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent ContractorsCheck if Schedule O contains a response or note to any line in this Part VII ☐**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.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

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

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) (26) Mark Dambly Trustee	5*	✓								
(2) (27) Robert Fenza Trustee	5*	✓								
(3) (28) Ira Lubert Trustee	5*	✓								
(4) (29) Walter Rakowich Trustee	5*	✓								
(5) (30) Mary Lee Schneider Trustee	5*	✓								
(6) (31) Kathleen Casey Trustee	5*	✓								
(7) (32) Julie Anna Potts Trustee	5*	✓								
(8) (33) Matthew Schuyler Trustee	5*	✓								
(9) (34) Kevin Steele Trustee	5*	✓								
(10) (35) Michael Hoeschele Trustee	5*	✓								
(11) (36) Allison Goldstein Trustee	5*	✓								
(12) (37) David Han Trustee	5*	✓						498195		50288
(13) (38) Eric Barron President	50*	✓		✓				1074919		45600
(14) (39) Stephen Dunham Vice President & General Counsel	50*			✓				551390		40636

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15) (40) David Gray Sr. VP - Finance/Treasurer	50*			✓				542981		171321
(16) (41) A. Craig Hillemeier CEO Hershey Medical Center	50*			✓				1530379		33764
(17) (42) Nicholas Jones Executive VP & Provost	50*			✓				571518		41694
(18) (43) Robert Pangborn Former Exec. VP & Provost	50*						✓	410145		44606
(19) (47) James Franklin Head Football Coach	50*					✓		3425056		45010
(20) (49) Robert Harbaugh Chair Dept. of Neurosurgery	50*					✓		1292676		46928
(21) (48) Alan Brechbill Exec. Director - Hershey Medical Center	50*					✓		1123841		49629
(22) (50) Peter Dillon Chair Department of Surgery	50*					✓		1131094		22809
(23) (51) Kevin Black Chair Orthopaedics/Rehabilitation	50*					✓		1080343		38672
(24)										
(25)										
1b Sub-total										
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)										

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization ▶

- 3** Did the organization list any **former** officer, director, or trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual*
- 4** For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? *If "Yes," complete Schedule J for such individual*
- 5** Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? *If "Yes," complete Schedule J for such person*

	Yes	No
3		
4		
5		

Section B. Independent Contractors

- 1** Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

- 2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization ▶

Part VIII Statement of RevenueCheck if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
Contributions, Gifts, Grants and Other Similar Amounts	1a	Federated campaigns	1a				
	b	Membership dues	1b				
	c	Fundraising events	1c	10844156			
	d	Related organizations	1d				
	e	Government grants (contributions)	1e	298312000			
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	76955844			
	g	Noncash contributions included in lines 1a-1f: \$					
	h	Total. Add lines 1a-1f		386112000			
Program Service Revenue				Business Code			
	2a	Tuition and fees	900099	1820971000	1820971000		
	b	Grants & contracts	541700	836810000			836810000
	c	Medical Center revenue	900099	2276366000	2276366000		
	d	Sales - auxiliary, etc	611710	661968000		13455085	648512915
	e	Sales - educational	611710	100992000	100992000		
	f	All other program service revenue					
	g	Total. Add lines 2a-2f		5683483070			
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		522322000		3114192	519207808
	4	Income from investment of tax-exempt bond proceeds					
	5	Royalties		3094000			3094000
			(i) Real	(ii) Personal			
	6a	Gross rents	7711205				
	b	Less: rental expenses	5397843				
	c	Rental income or (loss)	2313361				
	d	Net rental income or (loss)		2313361			2313361
	7a	Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other			
			3156165000				
	b	Less: cost or other basis and sales expenses		3048074000			
	c	Gain or (loss)		108091000			
	d	Net gain or (loss)		108091000			108091000
	8a	Gross income from fundraising events (not including \$ 10844156 of contributions reported on line 1c). See Part IV, line 18	a	571013			
	b	Less: direct expenses	b	750817			
	c	Net income or (loss) from fundraising events		(179804)			(179804)
	9a	Gross income from gaming activities. See Part IV, line 19	a				
	b	Less: direct expenses	b				
	c	Net income or (loss) from gaming activities					
	10a	Gross sales of inventory, less returns and allowances	a	17528997			
b	Less: cost of goods sold	b	9312429				
c	Net income or (loss) from sales of inventory		8216568			8216568	
Miscellaneous Revenue			Business Code				
11a	Miscellaneous Income	900099	19827804			19827804	
b							
c							
d	All other revenue						
e	Total. Add lines 11a-11d		19827804				
12	Total revenue. See instructions.		6733280000	4198329000	16569277	2132269723	

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).

Check if Schedule O contains a response or note to any line in this Part IX ☐**Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.**

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	83329077	83329077		
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	5117615	1462259	2768475	886881
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	2716126886	2150175742	529473726	36477418
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	308407564	243852191	60320754	4234618
9 Other employee benefits	255091028	201695787	49892691	3502551
10 Payroll taxes	155435408	122899920	30401268	2134220
11 Fees for services (non-employees):				
a Management				
b Legal	10163270		10163270	
c Accounting	736625		736625	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	27470000	21720024	5372797	377179
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)				
12 Advertising and promotion	27262046	25482253	1705544	74249
13 Office expenses	22286731	16046247	5064958	1175526
14 Information technology	107047541	49058491	56956096	1032955
15 Royalties	187110	185104	2006	
16 Occupancy	143720280	41988276	101591115	140889
17 Travel	72828755	63971829	7370550	1486376
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	44539193	35427008	8374043	738141
20 Interest	51533000	40746196	10079226	707579
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	371570000	293793568	72674556	5101876
23 Insurance	48818000	38599495	9548205	670300
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a Hospital Expenses	747266121	591073247	145951376	10241498
b Maintenance	163138483	20576833	142520600	41049
c Resale supplies and material	66188012	41300511	24887501	
d Food supplies	58127689	3014723	55112965	
e All other expenses	220603567	122872245	97110473	620849
25 Total functional expenses. Add lines 1 through 24e	5706994000	4209271026	1428078819	69644155
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 <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance SheetCheck if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing		1	
	2 Savings and temporary cash investments	1977688000	2	2228609000
	3 Pledges and grants receivable, net	201058000	3	196485000
	4 Accounts receivable, net	542603000	4	568924000
	5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L		6	
	7 Notes and loans receivable, net	58582000	7	59367000
	8 Inventories for sale or use	48152000	8	48721000
	9 Prepaid expenses and deferred charges	105807000	9	109481000
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 9687595000		
	b Less: accumulated depreciation	10b 4439273000	4921412000	10c 5248322000
	11 Investments—publicly traded securities	4468903000	11	4629702000
	12 Investments—other securities. See Part IV, line 11	1573841000	12	1767259000
	13 Investments—program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11	132245000	15	160402000
16 Total assets. Add lines 1 through 15 (must equal line 34)	14030291000	16	15017272000	
Liabilities	17 Accounts payable and accrued expenses	689885000	17	712590000
	18 Grants payable		18	
	19 Deferred revenue	342479000	19	358787000
	20 Tax-exempt bond liabilities	1469393000	20	1450177000
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	2686036000	25	2571324000
	26 Total liabilities. Add lines 17 through 25	5187793000	26	5092878000
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets	6526231000	27	7420851000
	28 Temporarily restricted net assets	708103000	28	784883000
	29 Permanently restricted net assets	1608164000	29	1718660000
	Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.			
	30 Capital stock or trust principal, or current funds		30	
	31 Paid-in or capital surplus, or land, building, or equipment fund		31	
	32 Retained earnings, endowment, accumulated income, or other funds		32	
	33 Total net assets or fund balances	8842498000	33	9924394000
	34 Total liabilities and net assets/fund balances	14030291000	34	15017272000

Part XI Reconciliation of Net AssetsCheck 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	6733280000
2	Total expenses (must equal Part IX, column (A), line 25)	2	5706994000
3	Revenue less expenses. Subtract line 2 from line 1	3	1026286000
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	8842498000
5	Net unrealized gains (losses) on investments	5	55610000
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 in Schedule O)	9	
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	9924394000

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line in this Part XII ☐

	Yes	No
1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant? 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: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		✓
b Were the organization's financial statements audited by an independent accountant? 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: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	✓	
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in 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 If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.	✓	