

## Nonprofit Organizations Committee Legal Quick Hit:

# A Look at the IRS Final Report on the Nonprofit Colleges and Universities Compliance Project: UBIT and Executive Compensation Lessons for All Tax-Exempt Organizations

MODERATOR: GEORGE E. CONSTANTINE, ESQ.

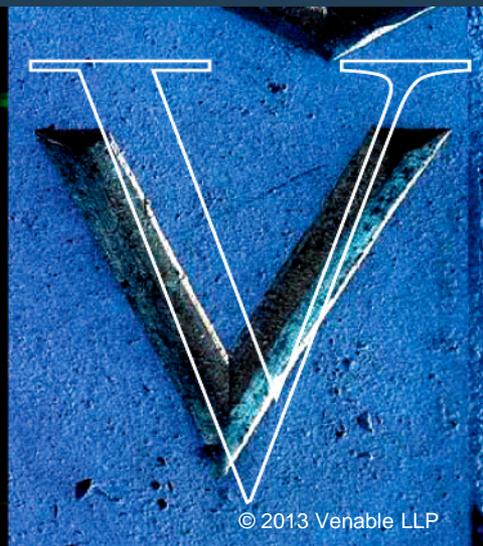
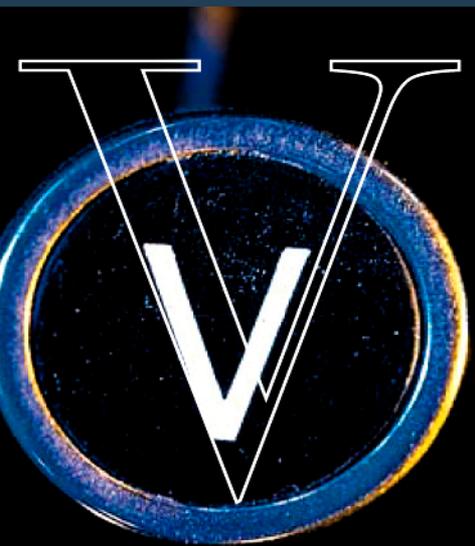
TUESDAY, JULY 9, 2013

PRESENTERS: MATTHEW T. JOURNY, ESQ.

3:00 p.m. EDT

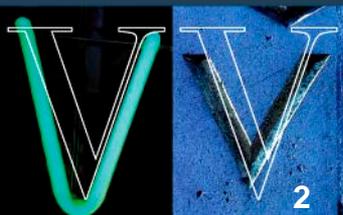
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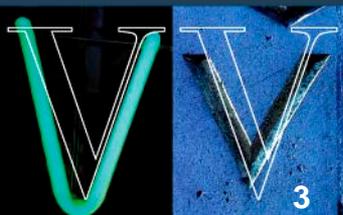
# Overview

- Compliance Projects Generally
- The Colleges and Universities Compliance Project:
  - Timeline
  - Final Report
- Lessons to Be Learned from the Final Report
  - Tax-Exempt Colleges and Universities
  - All Tax-Exempt Organizations



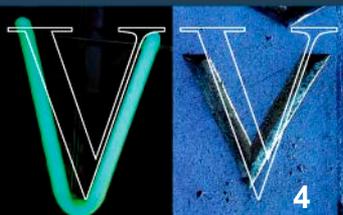
# Compliance Projects

- The Colleges and Universities Compliance Project (“Project”) is part of an effort by the IRS to review the largest and most complex organizations in the tax-exempt community.
- Past compliance projects included:
  - Hospitals
  - Credit counseling organizations
- Ongoing compliance projects:
  - Housing counseling and foreclosure prevention industry
  - Organizations using the self-certification process



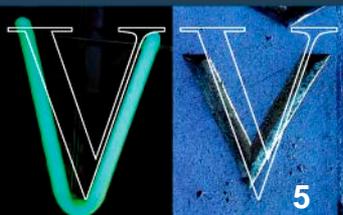
# Phases of Compliance Projects

- Each compliance project typically follows the same order of events:
  - Phase 1: Questionnaire
    - All contact is done via mail
    - Merely informational
    - Cannot lead to revocation, but can lead to an examination
  - Phase 2: Examinations
    - Very intrusive, an IRS agent will be on-site
    - Can result in revocation



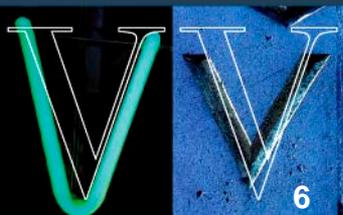
# Phase 1: Questionnaire

- Upon receiving responses to the questionnaire, the IRS will analyze the responses to gain an understanding of industry practices and common areas of noncompliance.
- From this information, the IRS will lay the foundation for the examination phase of the compliance project by identifying:
  - Issues on which to focus examinations, and
  - Organizations to examine.



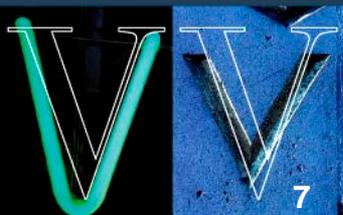
## Phase 2: Examinations

- Based on the responses to the questionnaires, the IRS will then decide the issues and organizations that will be the focus of examinations.
- Examinations will generally affect few organizations, but the impact is much greater:
  - Can take several months to several years; and
  - Can result in the assessment of additional tax or even revocation of an organization's tax-exempt status.
- The number of organizations selected for examination can vary. In this Project, **about 8.5%** of the total number of colleges and universities that originally received the questionnaire were ultimately selected for examination.



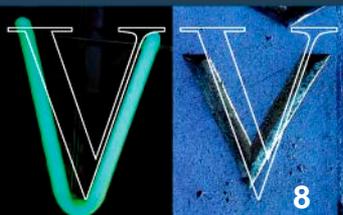
# College and University Project—Timeline

- **October 2008:** The IRS announces the Project and sends out questionnaires to over 400 tax-exempt colleges and universities.
- **May 2010:** The IRS releases an Interim Report reporting on responses to the questionnaires and announcing that it selected 34 colleges and universities for further examination, including both public and private colleges.
- **April 2013:** On April 25, 2013, the IRS announces it has completed 90% of the examinations and releases its Final Report on the Project.



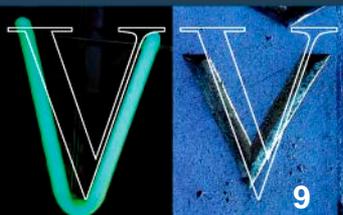
# College and University Project—Final Report

- Discussed conclusions that were based on findings of information obtained through the compliance questionnaires and on-site examinations.
- Described common areas of noncompliance and areas of IRS enforcement during examinations, including:
  - Unrelated business income; and
  - Compensation.
- Explained the results of the examinations opened under this program.



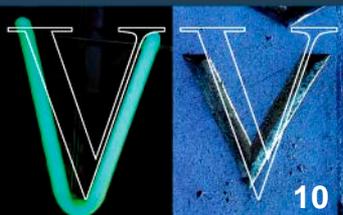
# Unrelated Business Income

- Tax-exempt organizations are not required to pay federal income taxes on income derived from activities that are substantially related to their exempt purposes. However, a tax-exempt organization may be subject to the federal corporate income tax on income derived from unrelated trade or business activities (“UBI”).
- UBI:
  - 1) The activity must be a trade or business;
  - 2) The trade or business must be regularly carried on; and
  - 3) The trade or business must not be substantially related to the purposes for which the organization was recognized as exempt from income tax.



## Unrelated Business Income (cont'd.)

- **Trade or business:** The activity must be carried on for the production of income from the sale of goods or the performance of services.
- **Regularly carried on:** The activity is conducted often and continuously. The IRS will compare the activity with the same or similar activities conducted by non-exempt organizations.
- **Substantially related:** The activity must contribute significantly to the accomplishment of one or more of the organization's exempt purposes
- **Consequences:** UBIT imposed at the regular corporate rates; may also lead to loss of exempt status.



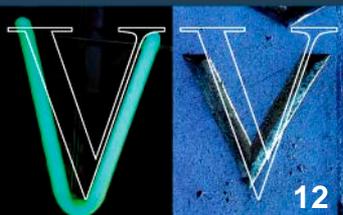
# Unrelated Business Income: Losses

- **Net Operating Losses (“NOLs”)**: These are losses that are reported in one year and used to offset gains in past or future years.
- Tax law permits deductions for NOLs and for expenses that are “directly connected” with the carrying on of the unrelated trade or business.
  - For an organization to utilize losses to reduce its UBIT liability, those losses must relate to the activity or activities giving rise to UBI.



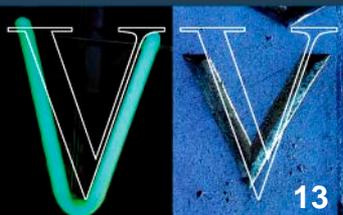
# UBI: Final Report Findings

- **90% of the schools examined misreported UBI.**
- UBI arose in connection with common categories of activities: advertising; arena use; facility rentals; and the operation of fitness and recreation centers, sports camps, and golf courses.
- The IRS determined that at least 60% of the schools' losses used to offset UBI were not sufficiently connected to unrelated business activities.
  - Over \$170 million in disallowed claims of losses and NOLs against the UBIT liability of the schools examined, which could result in \$60 million in taxes.
  - The IRS disallowed over \$150 million in NOLs alone during the course of the examinations.



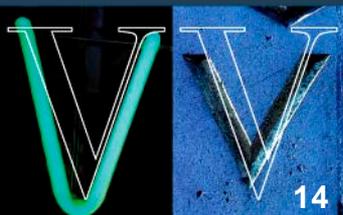
## UBI: Final Report Findings (cont'd.)

- A Particular Focus on Losses
  - If an activity consistently resulted in losses over the course of several years, the IRS concluded that such activities lacked the necessary “profit motive” that characterizes a trade or business.
  - The IRS identified numerous instances in which examined colleges and universities had reported net losses on activities “for which expenses had consistently exceeded UBI for many years.”
  - Other issues included errors in computation of NOLs and the substantiation of such amounts and misclassification of activities as related to the institution’s exempt purposes.



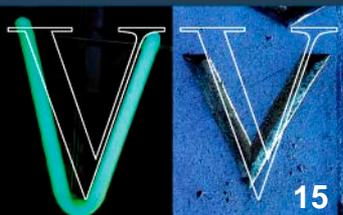
# Compensation

- Issues related to compensation can result in two types of IRS enforcement:
  - Enforcement against the organization that provides the compensation, which could result in the revocation of the organization's tax-exempt status stemming from:
    - The provision of an impermissible private benefit; or
    - The inurement of an organization's assets to certain individuals.
  - Enforcement against the individuals who receive excessive compensation through the provision of excise taxes on such individuals.



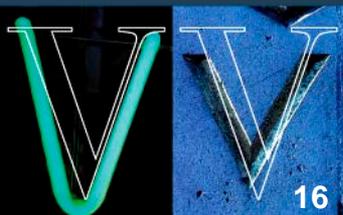
# Private Benefit and Private Inurement

- **Private Benefit:** Organizations exempt under Section 501(c)(3) must be organized and operated for the benefit of the public, rather than for private interests.
  - Quantitative test
  - Qualitative test
- **Private Inurement:** Charitable organizations are also prohibited from allowing any part of their net earnings to inure to the benefit of any private individual or shareholder.
  - Only applicable to transactions between a tax-exempt organization and an “insider”



# Intermediate Sanctions

- IRC Section 4958 allows the IRS to impose excise taxes on “disqualified persons” who receive “excess benefits.”
  - ODTKEs: officers, directors, trustees, and key employees
  - Individual must return the excessive portion of the compensation to the organization.
  - Excise tax of up to 200% (of the excess benefit amount) on the individual and excise tax of 10% on every ODTKE that approved the transaction
- Revocation of exempt status is also a potential consequence.



# Rebuttable Presumption

- Section 4958 and the accompanying Treasury Regulations provide a “safe harbor” that results in a rebuttable presumption that amounts paid by the organization to its ODTKEs are reasonable:
  - Organization must appoint an “independent body” to review and determine the amount of compensation;
  - The independent body must rely on appropriate comparability data to set the compensation amount; and
  - The independent body must contemporaneously document its decisions in setting compensation.



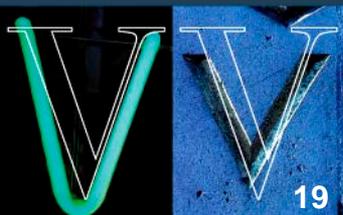
# Compensation: Final Report Findings

- Compensation of ODTKEs at **94% of schools** examined was set following procedures intended to satisfy the requirements for the rebuttable presumption.
- **50% of schools** used compensation consultants.
- However, the IRS concluded that **20% of the institutions** examined did **not** satisfy the standards established by the Treasury Regulations.
  - Comparability data derived, at least in part, from organizations that were not “similarly situated.”
  - Compensation studies did not document how and/or why certain data was used or did not specify whether the amounts reported included salary only or also included benefits.



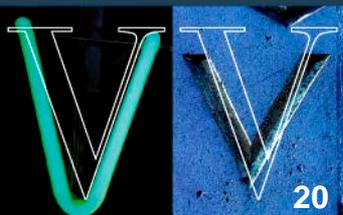
## Compensation: Final Report Findings (cont'd.)

- **Non-ODTKE Compensation:** Heads of departments, faculty, coaches, and administrative and managerial employees were among other highly compensated non-ODTKEs at the schools examined.
- Non-ODTKEs generally do not fall within the categories of individuals that are *per se* treated as “disqualified persons” for purposes of the intermediate sanctions rules but may ultimately be deemed a “disqualified person” based on facts and circumstances.
  - May also be deemed to have received a prohibited private benefit



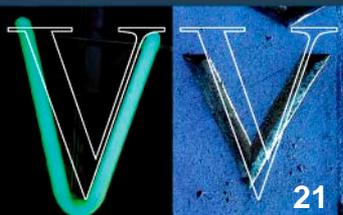
# Lessons for Tax-Exempt Colleges and Universities

- This report provides
  - Information on common areas of noncompliance within colleges and universities;
  - Insight into areas of IRS focus during future examinations of tax-exempt colleges and universities; and
  - A very specific guide for college and university compliance with all requirements for tax-exempt status.



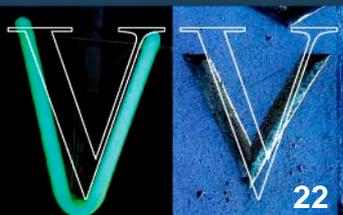
# Lessons for All Tax-Exempt Organizations

- **Complete IRS Questionnaires:** If an organization receives a compliance check questionnaire as part of an IRS initiative, the organization should complete it and file it with the IRS.
  - In this Project, 13 colleges and universities received, but did not complete, the questionnaire, and the IRS opened examinations of all 13 schools.



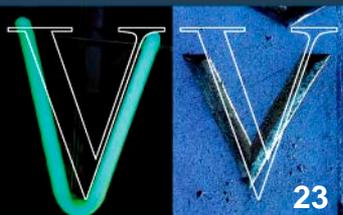
# Lessons for All Tax-Exempt Organizations (cont'd.)

- **Prepare for UBI and Executive Compensation to be a Focus:** During the course of the Project, the IRS went to great lengths to educate its revenue agents about these issues and their consequences.
  - In testimony before the House Ways and Means Committee in May 2013, EO Director Lois Lerner stated that the IRS is currently planning a more expansive project, to begin in 2014, which will investigate whether issues identified in the Final Report are present across a greater portion of the tax-exempt sector.



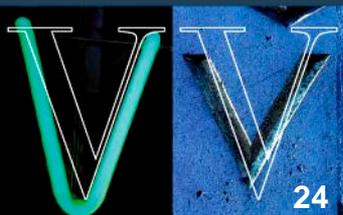
## Lessons for All Tax-Exempt Organizations (cont'd.)

- **Seek and Use Outside Advice:** When completing tax forms and determining an organization's UBIT liability, organizations should allow adequate time to consult with their tax counsel in order to ensure that expenses are accurately allocated, and that losses and NOLs bear the requisite relationship to the activity.
- When using an outside consultant for compensation data, organizations should ask questions about the origins of the data and ascertain whether the data reflects the practices of organizations that are truly similarly situated.



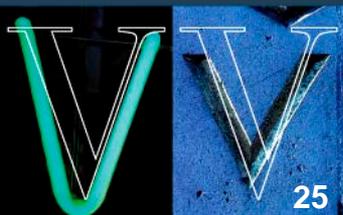
## Lessons for All Tax-Exempt Organizations (cont'd.)

- **Consider Subsidiaries:** If a tax-exempt organization is contemplating substantial engagement in an unrelated business activity, a taxable, wholly owned subsidiary may be a helpful option to house the activity and protect the organization's tax-exempt status.
- **Review Methods and Policies for Compensation:** Organizations exempt under Sections 501(c)(3) or 501(c)(4) should closely review their methods for setting executive compensation and their use of comparability data.
  - Having a formal compensation policy can assist an organization in establishing the rebuttable presumption of reasonable compensation.



## Lessons for All Tax-Exempt Organizations (cont'd.)

- **Review Procedures for Selecting Comparability Data:** Organizations that do not use compensation consultants should review their own procedures for selecting comparability data to ensure that such data reflects the practices of similarly situated entities, particularly the types of surveys used.
- **Consider Trade Associations:** Smaller organizations may not be able to hire outside experts to assist with UBI and executive compensation issues, but they can receive substantial benefits from membership in a trade association of similar entities that can pool their resources and, collectively, hire appropriate experts.



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