

Form <b>990</b>  Department of the Treasury Internal Revenue Service	<b>Return of Organization Exempt From Income Tax</b>  <b>Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)</b>	OMB No 1545-0047 <div> <div>2011</div> <div>Open to Public Inspection</div> </div>
	The organization may have to use a copy of this return to satisfy state reporting requirements	

<b>A For the 2011 calendar year, or tax year beginning 07-01-2011 and ending 06-30-2012</b>		<b>D Employer identification number</b> 13-1623965	
<b>B</b> Check if applicable <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending		<b>E Telephone number</b> (212) 713-8000	
<b>C</b> Name of organization College Entrance Examination Board		<b>G</b> Gross receipts \$ 783,076,642	
Doing Business As The College Board			
Number and street (or P O box if mail is not delivered to street address) Room/suite 45 Columbus Avenue			
City or town, state or country, and ZIP + 4 New York, NY 10023			
<b>F</b> Name and address of principal officer Thomas Higgins 45 Columbus Avenue New York, NY 10023		<b>H(a)</b> Is this a group return for affiliates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
		<b>H(b)</b> Are all affiliates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list (see instructions)	
<b>I</b> Tax-exempt status <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) ◀ (insert no ) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		<b>H(c)</b> Group exemption number ▶	
<b>J Website:</b> ▶ www.collegeboard.org			
<b>K</b> Form of organization <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		<b>L</b> Year of formation 1900	
		<b>M</b> State of legal domicile NY	

<b>Part I</b>	<b>Summary</b>
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Activities & Governance	1 Briefly describe the organization's mission or most significant activities We connect students to college success and opportunity by providing programs and services in college readiness connection, guidance, assessments, financial aid and educational advocacy for more than 7 million students and 5,900 members		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets		
	3 Number of voting members of the governing body (Part VI, line 1a) . . . . .	3	31
	4 Number of independent voting members of the governing body (Part VI, line 1b) . . . . .	4	30
	5 Total number of individuals employed in calendar year 2011 (Part V, line 2a) . . . . .	5	1,579
	6 Total number of volunteers (estimate if necessary) . . . . .	6	443
	7a Total unrelated business revenue from Part VIII, column (C), line 12 . . . . .	7a	-271,808
	7b Net unrelated business taxable income from Form 990-T, line 34 . . . . .	7b	-271,808
Revenue	8 Contributions and grants (Part VIII, line 1h) . . . . .	Prior Year	Current Year
	9 Program service revenue (Part VIII, line 2g) . . . . .	9,834,117	9,164,547
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d ) . . . . .	695,644,846	737,198,960
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	15,171,445	12,621,907
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) . . . . .	0	0
		720,650,408	758,985,414
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1–3 ) . . . . .	1,264,696	1,669,703
	14 Benefits paid to or for members (Part IX, column (A), line 4) . . . . .		0
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	171,841,675	191,166,119
	16a Professional fundraising fees (Part IX, column (A), line 11e) . . . . .		0
	b Total fundraising expenses (Part IX, column (D), line 25) <u>961,063</u>		
	17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e) . . . . .	475,868,892	520,919,758
	18 Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)	648,975,263	713,755,580
	19 Revenue less expenses Subtract line 18 from line 12 . . . . .	71,675,145	45,229,834
Net Assets or Fund Balances		Beginning of Current Year	End of Year
	20 Total assets (Part X, line 16) . . . . .	738,780,455	766,895,359
	21 Total liabilities (Part X, line 26) . . . . .	148,295,377	157,631,290
	22 Net assets or fund balances Subtract line 21 from line 20 . . . . .	590,485,078	609,264,069

<b>Part II</b>	<b>Signature Block</b>
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**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 taxpayer) is based on preparer's knowledge.**

<b>Sign Here</b>	<div> <div></div> <div>Signature of officer</div> </div>	
	<div> <div></div> <div>Thomas Higgins CFO</div> </div> <div>Type or print name and title</div>	
<b>Paid Preparer's Use Only</b>	<div>Preparer's signature</div> <div> <div></div> <div>Travis Patton</div> </div>	Date 2013-04-12
	<div> <div>Firm's name (or yours if self-employed), address, and ZIP + 4</div> <div> <div>PricewaterhouseCoopers LLP</div> <div>1301 K Street NW 800W</div> <div>Washington, DC 20005</div> </div> </div>	

May the IRS discuss this return with the preparer shown above? (see instructions)

**For Paperwork Reduction Act Notice, see the separate instructions.**

Part III

Statement of Program Service Accomplishments

Check if Schedule O contains a response to any question in this Part III

1

Briefly describe the organization's mission

Our mission is to connect students to college success and opportunity by developing curriculum, tests, and guidance tools to prepare students for college and help them choose a college where they can succeed

2

Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?

Yes

☒

No

If "Yes," describe these new services on Schedule O

3

Did the organization cease conducting, or make significant changes in how it conducts, any program services?

Yes

☒

No

If "Yes," describe these changes on Schedule O

4

Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses Section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a

(Code ) (Expenses \$ 257,788,047 including grants of \$ 7,260 ) (Revenue \$ 366,162,607 )

COLLEGE READINESS Advanced Placement program AP enables high school students to earn college credit or advanced placement more than 3.7 million exams taken - discounts of 20 million given The PSAT/NMSQT measures the critical reading, math and writing skills that students need for success in college it is given in more than 22,000 schools- more than 2 million in fee waivers provided Publications include The College Handbook, Scholarship Handbook, Book of Majors, Getting Financial Aid, and the College Counseling Sourcebook SpringBoard is a Pre-AP program for grades 6-12 ReadStep is a tool to help teachers guide middle school students College Board Schools help middle and high school students in low-income and minority communities prepare for success in college Please refer to Schedule O for more information

4b

(Code ) (Expenses \$ 299,255,712 including grants of \$ 570,289 ) (Revenue \$ 344,527,796 )

COLLEGE CONNECTION SUCCESS SYSTEMS SAT, the nations premier college admission test, was developed as a tool to democratize access to college for all students The SAT is used by the vast majority of four-year colleges Nearly 1.66 million students in the class of 2012 took the SAT, and minority students comprised 45 of test-takers The College Board provided 45 million in fee waivers to nearly 22 of SAT test takers in the class of 2012 The College Board helps colleges and universities to find students for their campuses and to allocate the financial aid effectively and efficiently The College Board website provided high quality information about more than 3900 colleges and universities to more than 64.3 million visitors Please refer to Schedule O for more information

4c

(Code ) (Expenses \$ 54,871,672 including grants of \$ 1,092,154 ) (Revenue \$ 26,508,557 )

Research, Data and Analysis Advocacy Membership to Schedule O for additional information Other Please refer

4d

Other program services (Describe in Schedule O )

(Expenses \$ including grants of \$ ) (Revenue \$ )












4e

Total program service expenses

\$ 611,915,431

Part IV

Checklist of Required Schedules

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

Part IV

Checklist of Required Schedules (continued)

21	Did the organization report more than \$5,000 of grants and other assistance to governments and organizations in the United States on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i> . . . . .	21	Yes	
22	Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> . . . . .	22	Yes	
23	Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i> . . . . .	23	Yes	
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer questions 24b–24d and complete Schedule K. If "No," go to line 25</i> . . . . .	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? . . . .	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? . . . . .	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? . . . .	24d		
25a	<b>Section 501(c)(3) and 501(c)(4) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> . . . . .	25a		No
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> . . . . .	25b		No
26	Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II</i> . . . . .	26		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor, or a grant selection committee member, or to a person related to such an individual? <i>If "Yes," complete Schedule L, Part III</i> . . . . .	27		No
28	Was the organization a party to a business transaction with one of the following parties? (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)			
a	A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .	28a		No
b	A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .	28b		No
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or owner? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .	28c		No
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> . . . . .	29		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> . . . . .	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> . . . . .	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i> . . . . .	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> . . . . .	33		No
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1</i> . . . . .	34	Yes	
35a	Is any related organization a controlled entity of the filing organization within the meaning of section 512(b)(13)?	35a	Yes	
b	Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> . . . . .	35b		No
36	<b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> . . . . .	36	Yes	
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i> . . . . .	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O . . . . .	38	Yes	

Part V Statements Regarding Other IRS Filings and Tax Compliance		
Check if Schedule O contains a response to any question in this Part V <input checked="" type="checkbox"/>		
		<div>YesNo</div>
1a	Enter the number reported in Box 3 of Form 1096 Enter -0- if not applicable .	<div>1a1,846</div>
b	Enter the number of Forms W-2G included in line 1a Enter -0- if not applicable	<div>1b0</div>
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	<div>1cYes</div>
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements filed for the calendar year ending with or within the year covered by this return .	<div>2a1,579</div>
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?  Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)	<div>2bYes</div>
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	<div>3aYes</div>
b	If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O	<div>3bYes</div>
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account or securities account)?	<div>4aYes</div>
b	If "Yes," enter the name of the foreign country <span>CJ, UK, CA</span> See instructions for filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts	
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	<div>5aNo</div>
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	<div>5bNo</div>
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	<div>5c</div>
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible?	<div>6aNo</div>
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	<div>6b</div>
7	Organizations that may receive deductible contributions under section 170(c).	
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	<div>7aNo</div>
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	<div>7b</div>
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	<div>7cNo</div>
d	If "Yes," indicate the number of Forms 8282 filed during the year	<div>7d</div>
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	<div>7eNo</div>
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	<div>7fNo</div>
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	<div>7g</div>
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	<div>7h</div>
8	Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?	<div>8</div>
9	Sponsoring organizations maintaining donor advised funds.	
a	Did the organization make any taxable distributions under section 4966?	<div>9a</div>
b	Did the organization make a distribution to a donor, donor advisor, or related person?	<div>9b</div>
10	Section 501(c)(7) organizations. Enter	
a	Initiation fees and capital contributions included on Part VIII, line 12	<div>10a</div>
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	<div>10b</div>
11	Section 501(c)(12) organizations. Enter	
a	Gross income from members or shareholders	<div>11a</div>
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)	<div>11b</div>
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	<div>12a</div>
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	<div>12b</div>
13	Section 501(c)(29) qualified nonprofit health insurance issuers.	
a	Is the organization licensed to issue qualified health plans in more than one state? Note. All 501(c)(29) organizations must list in Schedule O each state in which they are licensed to issue qualified health plans, the amount of reserves required by each state, and the amount of reserves the organization allocated to each state	<div>13a</div>
b	Enter the aggregate amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	<div>13b</div>
c	Enter the aggregate amount of reserves on hand	<div>13c</div>
14a	Did the organization receive any payments for indoor tanning services during the tax year?	<div>14aNo</div>
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O	<div>14b</div>

Part VI

**Governance, Management, and Disclosure** For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.  
Check if Schedule O contains a response to any question in this Part VI ☒

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year . . . . .		
1a	31		
b	Enter the number of voting members included in line 1a, above, who are independent . . . . .	1b	30
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? . . . . .	2	No
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? . . . . .	3	No
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? . . . . .	4	No
5	Did the organization become aware during the year of a significant diversion of the organization's assets? . . . . .	5	No
6	Did the organization have members or stockholders? . . . . .	6	Yes
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? . . . . .	7a	Yes
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? . . . . .	7b	Yes
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following . . . . .		
a	The governing body? . . . . .	8a	Yes
b	Each committee with authority to act on behalf of the governing body? . . . . .	8b	Yes
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O . . . . .	9	No

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
10a	Did the organization have local chapters, branches, or affiliates? . . . . .	10a	No
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? . . . . .	10b	
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? . . . . .	11a	Yes
b	Describe in Schedule O the process, if any, used by the organization to review the Form 990 . . . . .		
12a	Did the organization have a written conflict of interest policy? If "No," go to line 13 . . . . .	12a	Yes
b	Were officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts? . . . . .	12b	Yes
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done . . . . .	12c	Yes
13	Did the organization have a written whistleblower policy? . . . . .	13	Yes
14	Did the organization have a written document retention and destruction policy? . . . . .	14	Yes
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? . . . . .		
a	The organization's CEO, Executive Director, or top management official . . . . .	15a	Yes
b	Other officers or key employees of the organization . . . . .	15b	Yes
	If "Yes," to line 15a or 15b, describe the process in Schedule O (see instructions) . . . . .		
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? . . . . .	16a	No
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? . . . . .	16b	

Section C. Disclosure

17	List the States with which a copy of this Form 990 is required to be filed <input checked="" type="checkbox"/> PR , NY , DC , CA
18	Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply. <input type="checkbox"/> Own website <input type="checkbox"/> Another's website <input checked="" type="checkbox"/> Upon request
19	Describe in Schedule O whether (and if so, how), the organization made its governing documents, conflict of interest policy, and financial statements available to the public. See Additional Data Table.
20	State the name, physical address, and telephone number of the person who possesses the books and records of the organization <input checked="" type="checkbox"/> Thomas M Higgins CFO 45 Columbus Avenue New York, NY 10023 (212) 713-8000

Check if Schedule O contains a response to any question in this Part VII ☒

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

Form **990** (2011)

## Part VII

<b>1b</b>	<b>Sub-Total . . . . .</b>			
<b>c</b>	<b>Total from continuation sheets to Part VII, Section A . . . . .</b>			
<b>d</b>	<b>Total (add lines 1b and 1c) . . . . .</b>	9,004,746		1,046,661

**2** Total number of individuals (including but not limited to those listed in Item 1) who received more than \$100,000 of reportable compensation from the organization: 585

		Yes	No
3	Did the organization list any <b>former</b> officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i> . . . . .	3	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? <i>If "Yes," complete Schedule J for such individual</i> . . . . .	4	Yes
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i> . . . . .	5	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
Educational Testing Services 4897 Collection Center Drive Chicago, IL 606930048	Testing Services	250,337,295
NCS Pearson 21866 Network Place Chicago, IL 606731218	Testing Services	29,426,009
Expens IT Services US LLC 4400 Post Oak Parkway Houston, TX 77027	IT Consulting	26,811,262
Alorica Inc 8151 Peters Road Plantation, FL 33324	Call Center Services	7,465,135
Fulfillment America One Burlington Ave Wilmington, MA 018873902	Fulfillment Services	4,945,731

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 ►258



Part VIII

Statement of Revenue

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514	
Contributions, gifts, grants and other similar amounts	1a	Federated campaigns . . .	1a					
	b	Membership dues . . . . .	1b					
	c	Fundraising events . . . . .	1c					
	d	Related organizations . . . .	1d					
	e	Government grants (contributions)	1e	3,253,067				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	5,911,480				
	g	Noncash contributions included in lines 1a-1f \$ _____						
	h	Total. Add lines 1a-1f . . . . .		9,164,547				
Program Service Revenue			Business Code					
	2a	College Readiness	611710	366,162,607	366,162,607			
	b	College Connection/Success	611710	344,527,796	344,527,796			
	c	Puerto Rico Latin America	611710	11,732,426	11,732,426			
	d	Other Services	611710	14,776,131	14,776,131			
	e							
	f	All other program service revenue						
	g	Total. Add lines 2a-2f . . . . .		737,198,960				
Other Revenue	3	Investment income (including dividends, interest and other similar amounts) . . . . .		7,414,753		-271,808	7,686,561	
	4	Income from investment of tax-exempt bond proceeds . .						
	5	Royalties . . . . .						
	6a	Gross rents	(i) Real	(ii) Personal				
	b	Less rental expenses						
	c	Rental income or (loss)						
	d	Net rental income or (loss) . . . . .						
	7a	Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
			20,853,042	8,445,340				
			16,678,097	7,413,131				
			4,174,945	1,032,209				
	d	Net gain or (loss) . . . . .		5,207,154			5,207,154	
	8a	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18 . . . . .	a					
	b	Less direct expenses . . . . .	b					
	c	Net income or (loss) from fundraising events . .						
	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					
	b	Less cost of goods sold . . . . .	b					
c	Net income or (loss) from sales of inventory . .							
Miscellaneous Revenue		Business Code						
11a								
b								
c								
d	All other revenue . . . . .							
e	Total. Add lines 11a-11d . . . . .							
12	Total revenue. See Instructions . . . . .		758,985,414	737,198,960	-271,808	12,893,715		

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) but are not required to complete columns (B), (C), and (D)

Check if Schedule O contains a response to any question 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 governments and organizations in the United States See Part IV, line 21	1,083,154	1,083,154		
2	Grants and other assistance to individuals in the United States See Part IV, line 22	586,549	586,549		
3	Grants and other assistance to governments, organizations, and individuals outside the United States See Part IV, lines 15 and 16	0			
4	Benefits paid to or for members	0			
5	Compensation of current officers, directors, trustees, and key employees . . . . .	7,891,330	2,287,842	5,603,488	
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .	0			
7	Other salaries and wages	139,412,293	100,405,364	38,519,527	487,402
8	Pension plan contributions (include section 401(k) and section 403(b) employer contributions) . . . . .	18,009,419	12,618,173	5,324,054	67,192
9	Other employee benefits . . . . .	15,247,768	10,683,242	4,507,638	56,889
10	Payroll taxes . . . . .	10,605,309	7,430,535	3,135,206	39,568
11	Fees for services (non-employees)				
a	Management . . . . .	0			
b	Legal . . . . .	1,598,910	1,324,047	274,863	
c	Accounting . . . . .	628,509		628,509	
d	Lobbying . . . . .	954,353		954,353	
e	Professional fundraising See Part IV, line 17 . . . . .				
f	Investment management fees . . . . .	2,645,212		2,645,212	
g	Other . . . . .	61,955,598	52,733,635	9,052,332	169,631
12	Advertising and promotion . . . . .	2,874,386	2,874,386		
13	Office expenses . . . . .	9,424,279	4,599,313	4,802,561	22,405
14	Information technology . . . . .	13,848,120	8,148,963	5,699,157	
15	Royalties . . . . .	315,688	315,688		
16	Occupancy . . . . .	17,781,063	12,396,127	5,326,102	58,834
17	Travel . . . . .	17,939,325	14,263,170	3,630,439	45,716
18	Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .	0			
19	Conferences, conventions, and meetings . . . . .	9,742,161	7,790,721	1,938,014	13,426
20	Interest . . . . .	0			
21	Payments to affiliates . . . . .	0			
22	Depreciation, depletion, and amortization . . . . .	18,073,426	13,033,855	5,039,571	
23	Insurance . . . . .	931,218		931,218	
24	Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24f If line 24f amount exceeds 10% of line 25, column (A) amount, list line 24f expenses on Schedule O )				
a	Assessment Administration Development	331,556,758	330,531,332	1,025,427	
b	Printing and Publications	12,755,318	12,304,429	450,889	
c	Research	6,816,143	6,816,143		
d	Marketing	10,254,577	9,040,123	1,214,454	
e					
f	All other expenses	824,714	648,640	176,074	
25	Total functional expenses. Add lines 1 through 24f	713,755,580	611,915,431	100,879,088	961,063
26	Joint costs. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720) Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

Part X

Balance Sheet

					(A)		(B)
					Beginning of year		End of year
Assets	1	Cash—non-interest-bearing . . . . .			11,289,190	1	9,610,241
	2	Savings and temporary cash investments . . . . .			147,679,391	2	115,571,433
	3	Pledges and grants receivable, net . . . . .			6,787,159	3	4,339,931
	4	Accounts receivable, net . . . . .			103,669,234	4	116,936,933
	5	Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L . . . . .				5	
	6	Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) Complete Part II of Schedule L . . . . .				6	
	7	Notes and loans receivable, net . . . . .			5,931,428	7	6,110,998
	8	Inventories for sale or use . . . . .				8	
	9	Prepaid expenses and deferred charges . . . . .			7,162,108	9	8,694,123
	10a	Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D	10a	116,912,959			
	b	Less accumulated depreciation . . . . .	10b	50,202,794	67,799,164	10c	66,710,165
	11	Investments—publicly traded securities . . . . .			227,351,834	11	262,641,565
	12	Investments—other securities See Part IV, line 11 . . . . .			158,019,496	12	172,353,264
	13	Investments—program-related See Part IV, line 11 . . . . .				13	
	14	Intangible assets . . . . .				14	
	15	Other assets See Part IV, line 11 . . . . .			3,091,451	15	3,926,706
	16	Total assets. Add lines 1 through 15 (must equal line 34) . . . . .			738,780,455	16	766,895,359
Liabilities	17	Accounts payable and accrued expenses . . . . .			75,999,452	17	65,674,624
	18	Grants payable . . . . .				18	
	19	Deferred revenue . . . . .			29,552,723	19	38,542,323
	20	Tax-exempt bond liabilities . . . . .				20	
	21	Escrow or custodial account liability Complete Part IV of Schedule D . . . . .				21	
	22	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 . . . . .			42,743,202	25	53,414,343
	26	Total liabilities. Add lines 17 through 25 . . . . .			148,295,377	26	157,631,290
Net Assets or Fund Balances	Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.						
	27	Unrestricted net assets . . . . .			576,811,505	27	603,952,185
	28	Temporarily restricted net assets . . . . .			13,673,573	28	5,311,884
	29	Permanently restricted net assets . . . . .				29	
	Organizations that do not follow SFAS 117, 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 . . . . .			590,485,078	33	609,264,069
	34	Total liabilities and net assets/fund balances . . . . .			738,780,455	34	766,895,359

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response to any question in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	758,985,414
2	Total expenses (must equal Part IX, column (A), line 25)	2	713,755,580
3	Revenue less expenses Subtract line 2 from line 1	3	45,229,834
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	590,485,078
5	Other changes in net assets or fund balances (explain in Schedule O)	5	-26,450,843
6	Net assets or fund balances at end of year Combine lines 3, 4, and 5 (must equal Part X, line 33, column (B))	6	609,264,069

Part XII Financial Statements and Reporting

Check if Schedule O contains a response to any question in this Part XII

		Yes	No
1	Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" 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?		No
b	Were the organization's financial statements audited by an independent accountant?	Yes	
c	If "Yes," to 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	Yes	
d	If "Yes" to line 2a or 2b, check a box below to indicate whether the financial statements for the year were issued on a separate basis, consolidated basis, or both <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separated basis		
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?	Yes	
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	Yes	

SCHEDULE A  
(Form 990 or 990EZ)

Department of the Treasury  
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

► Attach to Form 990 or Form 990-EZ. ► See separate instructions.

OMB No 1545-0047

2011

Open to Public Inspection

Name of the organization  
College Entrance Examination Board

Employer identification number  
13-1623965

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions

The organization is not a private foundation because it is (For lines 1 through 11, check only one box )

1

☐

A church, convention of churches, or association of churches **section 170(b)(1)(A)(i).**

2

☐

A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E )

3

☐

A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**

4

☐

A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state

5

☐

An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II )

6

☐

A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**

7

☐

An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)** (Complete Part II )

8

☐

A community trust described in **section 170(b)(1)(A)(vi)** (Complete Part II )

9

☒

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 exempt 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).** (Complete Part III )

10

☐

An organization organized and operated exclusively to test for public safety See**section 509(a)(4).**

11

☐

An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) See **section 509(a)(3).** Check the box that describes the type of supporting organization and complete lines 11e through 11h  

a

☐

Type I

b

☐

Type II

c

☐

Type III - Functionally integrated

d

☐

Type III - Other

e

☐

By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)

f

☐

If the organization received a written determination from the IRS that it is a Type I, Type II or Type III supporting organization, check this box

g

☐

Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?  

(i)

a person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the the supported organization?

(ii)

a family member of a person described in (i) above?

(iii)

a 35% controlled entity of a person described in (i) or (ii) above?

h

☐

Provide the following information about the supported organization(s)

	Yes	No
11g(i)		
11g(ii)		
11g(iii)		

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 9 above or IRC section (see instructions))	(iv) Is the organization in col (i) listed in your governing document?		(v) Did you notify the organization in col (i) of your support?		(vi) Is the organization in col (i) organized in the U S ?		(vii) Amount of support?
			Yes	No	Yes	No	Yes	No	
Total									

Part II

Support Schedule for Organizations Described in IRC 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)  
(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support						
Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants ")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public Support. Subtract line 5 from line 4						0

Section B. Total Support							
Calendar year (or fiscal year beginning in)		(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
7	Amounts from line 4						
8	Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
9	Net income from unrelated business activities, whether or not the business is regularly carried on						
10	Other income (Explain in Part IV ) Do not include gain or loss from the sale of capital assets						
11	Total support (Add lines 7 through 10)						
12	Gross receipts from related activities, etc (See instructions )					12	
13	First Five Years If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage		
14	Public Support Percentage for 2011 (line 6 column (f) divided by line 11 column (f))	140 %
15	Public Support Percentage for 2010 Schedule A, Part II, line 14	15
16a	33 1/3% support test—2011. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization	
b	33 1/3% support test—2010. If the organization did not check the box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization	
17a	10%-facts-and-circumstances test—2011. If the organization did not check a box on line 13, 16a, or 16b and line 14 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization	
b	10%-facts-and-circumstances test—2010. If the organization did not check a box on line 13, 16a, 16b, or 17a and line 15 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization	
18	Private Foundation If the organization did not check a box on line 13, 16a, 16b, 17a or 17b, check this box and see instructions	

Part IIISupport Schedule for Organizations Described in IRC 509(a)(2)

(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support						
Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")	16,728	16,286	11,370	9,834	9,165	63,383
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose	591,220	614,865	657,104	695,645	737,199	3,296,033
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5	607,948	631,151	668,474	705,479	746,364	3,359,416
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public Support (Subtract line 7c from line 6 )						3,359,416

Section B. Total Support						
Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
9 Amounts from line 6	607,948	631,151	668,474	705,479	746,364	3,359,416
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	5,690	3,205	4,633	6,831	7,415	27,774
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						0
c Add lines 10a and 10b	5,690	3,205	4,633	6,831	7,415	27,774
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						0
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)						0
13 Total support (Add lines 9, 10c, 11 and 12.)	613,638	634,356	673,107	712,310	753,779	3,387,190
14 First Five Years If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here	<input type="checkbox"/>					

Section C. Computation of Public Support Percentage			
15 Public Support Percentage for 2011 (line 8 column (f) divided by line 13 column (f))	15	99.180 %	
16 Public support percentage from 2010 Schedule A, Part III, line 15	16	99.130 %	

Section D. Computation of Investment Income Percentage			
17	Investment income percentage for <b>2011</b> (line 10c column (f) divided by line 13 column (f))	17	0.820 %
18	Investment income percentage from <b>2010</b> Schedule A, Part III, line 17	18	0.870 %
19a	<b>33 1/3% support tests—2011.</b> If the organization did not check the box on line 14, and line 15 is more than 33 1/3% and line 17 is not more than 33 1/3%, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization		<input checked="" type="checkbox"/>
b	<b>33 1/3% support tests—2010.</b> If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization		<input type="checkbox"/>
20	<b>Private Foundation</b> If the organization did not check a box on line 14, 19a or 19b, check this box and see instructions		<input type="checkbox"/>

**Part IV**   **Supplemental Information.** Supplemental Information. Complete this part to provide the explanation required by Part II, line 10; Part II, line 17a or 17b; or Part III, line 12. Also complete this part for any additional information. (See instructions).

Facts And Circumstances Test
Part III Schedule A was completed in thousands   Please note that there w as no impact to the resulting percentage computed

Explanation



SCHEDULE C

(Form 990 or 990-EZ)

Department of the Treasury

Internal Revenue Service

Political Campaign and Lobbying Activities

For Organizations Exempt From Income Tax Under section 501(c) and section 527

▶ Complete if the organization is described below.

▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

2011

Open to Public Inspection

If the organization answered “Yes,” to Form 990, Part IV, Line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations Complete Parts I-A and B Do not complete Part I-C
- Section 501(c) (other than section 501(c)(3)) organizations Complete Parts I-A and C below Do not complete Part I-B
- Section 527 organizations Complete Part I-A only

If the organization answered “Yes,” to Form 990, Part IV, Line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)) Complete Part II-A Do not complete Part II-B
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)) Complete Part II-B Do not complete Part II-A

If the organization answered “Yes,” to Form 990, Part IV, Line 5 (Proxy Tax) or Form 990-EZ, line 35c (Proxy Tax), then

- Section 501(c)(4), (5), or (6) organizations Complete Part III

Name of the organization College Entrance Examination Board	Employer identification number  13-1623965
--	--

Part I-A

Complete if the organization is exempt under section 501(c) or is a section 527 organization.

1

Provide a description of the organization's direct and indirect political campaign activities on behalf of or in opposition to candidates for public office in Part IV

2

Political expenditures ▶ \$

3

Volunteer hours

Part I-B

Complete if the organization is exempt under section 501(c)(3).

1

Enter the amount of any excise tax incurred by the organization under section 4955 ▶ \$

2

Enter the amount of any excise tax incurred by organization managers under section 4955 ▶ \$

3

If the organization incurred a section 4955 tax, did it file Form 4720 for this year? ☐ Yes ☐ No

4a

Was a correction made? ☐ Yes ☐ No

b

If "Yes," describe in Part IV

Part I-C

Complete if the organization is exempt under section 501(c) except section 501(c)(3).

1

Enter the amount directly expended by the filing organization for section 527 exempt function activities ▶ \$

2

Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt funtion activities ▶ \$

3

Total exempt function expenditures Add lines 1 and 2 Enter here and on Form 1120-POL, line 17b ▶ \$

4

Did the filing organization file **Form 1120-POL** for this year? ☐ Yes ☐ No

5

Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments For each organization listed, enter the amount paid from the filing organization's funds Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC) If additional space is needed, provide information in Part IV

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds If none, enter -0-	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization If none, enter -0-

Part II-A

Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

- A
- Check
- ☐
- if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures)
- B
- Check
- ☐
- if the filing organization checked box A and "limited control" provisions apply

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing Organization's Totals	(b) Affiliated Group Totals												
1a Total lobbying expenditures to influence public opinion (grass roots lobbying)															
b Total lobbying expenditures to influence a legislative body (direct lobbying)															
c Total lobbying expenditures (add lines 1a and 1b)															
d Other exempt purpose expenditures															
e Total exempt purpose expenditures (add lines 1c and 1d)															
f Lobbying nontaxable amount Enter the amount from the following table in both columns															
<table><tr><td>If the amount on line 1e, column (a) or (b) is:</td><td>The lobbying nontaxable amount is:</td></tr><tr><td>Not over \$500,000</td><td>20% of the amount on line 1e</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 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e	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		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
Not over \$500,000	20% of the amount on line 1e														
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														
g Grassroots nontaxable amount (enter 25% of line 1f)															
h Subtract line 1g from line 1a If zero or less, enter -0-															
i Subtract line 1f from line 1c If zero or less, enter -0-															
j If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?		<input type="checkbox"/> Yes <input type="checkbox"/> No													

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 2a through 2f on page 4.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) Total
2a Lobbying non-taxable amount					
b Lobbying ceiling amount (150% of line 2a, column(e))					
c Total lobbying expenditures					
d Grassroots non-taxable amount					
e Grassroots ceiling amount (150% of line 2d, column (e))					
f Grassroots lobbying expenditures					

**Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).**

		(a)		(b)
		Yes	No	Amount
<b>1</b>	During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of			
	<b>a</b> Volunteers?		No	
	<b>b</b> Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?	Yes		
	<b>c</b> Media advertisements?		No	
	<b>d</b> Mailings to members, legislators, or the public?		No	
	<b>e</b> Publications, or published or broadcast statements?		No	
	<b>f</b> Grants to other organizations for lobbying purposes?		No	
	<b>g</b> Direct contact with legislators, their staffs, government officials, or a legislative body?	Yes		954,353
	<b>h</b> Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?		No	
	<b>i</b> Other activities? If "Yes," describe in Part IV		No	
<b>j</b>	Total lines 1c through 1i			954,353
<b>2a</b>	Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?		No	
<b>b</b>	If "Yes," enter the amount of any tax incurred under section 4912			
<b>c</b>	If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
<b>d</b>	If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?		No	

**Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).**

		Yes	No
<b>1</b>	Were substantially all (90% or more) dues received nondeductible by members?	<b>1</b>	
<b>2</b>	Did the organization make only in-house lobbying expenditures of \$2,000 or less?	<b>2</b>	
<b>3</b>	Did the organization agree to carryover lobbying and political expenditures from the prior year?	<b>3</b>	

**Part III-B Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) if BOTH Part III-A, lines 1 and 2 are answered "No" OR if Part III-A, line 3 is answered "Yes".**

<b>1</b>	Dues, assessments and similar amounts from members	<b>1</b>	
<b>2</b>	Section 162(e) non-deductible lobbying and political expenditures ( <b>do not include amounts of political expenses for which the section 527(f) tax was paid</b> ).		
<b>a</b>	Current year	<b>2a</b>	
<b>b</b>	Carryover from last year	<b>2b</b>	
<b>c</b>	Total	<b>2c</b>	
<b>3</b>	Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	<b>3</b>	
<b>4</b>	If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	<b>4</b>	
<b>5</b>	Taxable amount of lobbying and political expenditures (see instructions)	<b>5</b>	

**Part IV Supplemental Information**

Complete this part to provide the descriptions required for Part I-A, line 1, Part I-B, line 4, Part I-C, line 5, and Part II-B, line 1i. Also, complete this part for any additional information.

Identifier	Return Reference	Explanation
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SCHEDULE D  
(Form 990)

Supplemental Financial Statements

► Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b  
► Attach to Form 990. ► See separate instructions.

OMB No 1545-0047

2011

Open to Public Inspection

Name of the organization  
College Entrance Examination Board

Employer identification number  
13-1623965

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year	
2	Aggregate contributions to (during year)	
3	Aggregate grants from (during year)	
4	Aggregate value at end of year	
5	Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? <div><input type="checkbox"/> Yes <input type="checkbox"/> No</div>	
6	Did the organization inform all grantees, donors, and donor advisors in writing that grant funds may be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit <div><input type="checkbox"/> Yes <input type="checkbox"/> No</div>	

Part II Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1

Purpose(s) of conservation easements held by the organization (check all that apply)

☐ Preservation of land for public use (e g , recreation or pleasure)☐ Preservation of an historically importantly land area  
☐ Protection of natural habitat☐ Preservation of a certified historic structure  
☐ Preservation of open space

2

Complete lines 2a–2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

	Held at the End of the Year
a	Total number of conservation easements
b	Total acreage restricted by conservation easements
c	Number of conservation easements on a certified historic structure included in (a)
d	Number of conservation easements included in (c) acquired after 8/17/06

3

Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the taxable year ► \_\_\_\_\_

4

Number of states where property subject to conservation easement is located ► \_\_\_\_\_

5

Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

☐ Yes ☐ No

6

Staff and volunteer hours devoted to monitoring, inspecting and enforcing conservation easements during the year ► \_\_\_\_\_

7

Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year  
► \$ \_\_\_\_\_

8

Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and 170(h)(4)(B)(ii)?

☐ Yes ☐ No

9

In Part XIV, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a

If the organization elected, as permitted under SFAS 116, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items

b

If the organization elected, as permitted under SFAS 116, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenues included in Form 990, Part VIII, line 1

► \$ \_\_\_\_\_

(ii) Assets included in Form 990, Part X

► \$ \_\_\_\_\_

2

If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 relating to these items

a

Revenues included in Form 990, Part VIII, line 1

► \$ \_\_\_\_\_

b

Assets included in Form 990, Part X

► \$ \_\_\_\_\_

For Privacy Act and Paperwork Reduction Act Notice, see the Intructions for Form 990

Cat No 52283D

Schedule D (Form 990) 2011

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3

Using the organization's accession and other records, check any of the following that are a significant use of its collection items (check all that apply)

a

☐ Public exhibition

b

☐ Scholarly research

c

☐ Preservation for future generations

d

☐ Loan or exchange programs

e

☐ Other

4

Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIV

5

During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?

☐ Yes

☐ No

Part IV

Escrow and Custodial Arrangements. Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a

Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIV and complete the following table

c

Beginning balance

d

Additions during the year

e

Distributions during the year

f

Ending balance

	Amount
1c	
1d	
1e	
1f	

2a

Did the organization include an amount on Form 990, Part X, line 21?

☐ Yes

☒ No

b

If "Yes," explain the arrangement in Part XIV

Part V

Endowment Funds. Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

	(a)Current Year	(b)Prior Year	(c)Two Years Back	(d)Three Years Back	(e)Four Years Back
1a	Beginning of year balance . . . . .	13,675,000	16,907,000	21,296,000	31,731,000
b	Contributions . . . . .	5,215,000	8,847,000	6,493,000	4,094,000
c	Investment earnings or losses . . . . .				
d	Grants or scholarships . . . . .				
e	Other expenditures for facilities and programs . . . . .	13,577,000	12,079,000	10,882,000	14,529,000
f	Administrative expenses . . . . .				
g	End of year balance . . . . .	5,313,000	13,675,000	16,907,000	21,296,000

2

Provide the estimated percentage of the year end balance held as

a

Board designated or quasi-endowment ▶

b

Permanent endowment ▶

c

Term endowment ▶ 100 000 %

3a

Are there endowment funds not in the possession of the organization that are held and administered for the organization by

(i)

unrelated organizations . . . . .

(ii)

related organizations . . . . .

3a(i)

Yes

No

3a(ii)

Yes

No

b

If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?

3b

4

Describe in Part XIV the intended uses of the organization's endowment funds

Part VI

Land, Buildings, and Equipment. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b)Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land . . . . .				
b Buildings . . . . .		20,092,834	12,217,901	7,874,933
c Leasehold improvements . . . . .		24,483,071	5,811,366	18,671,705
d Equipment . . . . .		62,131,527	29,313,352	32,818,175
e Other . . . . .		10,205,527	2,860,175	7,345,352
Total. Add lines 1a-1e (Column (d) should equal Form 990, Part X, column (B), line 10(c).) . . . . . ▶				66,710,165



Part XI Reconciliation of Change in Net Assets from Form 990 to Financial Statements		
1	Total revenue (Form 990, Part VIII, column (A), line 12)	1758,985,414
2	Total expenses (Form 990, Part IX, column (A), line 25)	
3	Excess or (deficit) for the year Subtract line 2 from line 1	3758,985,414
4	Net unrealized gains (losses) on investments	
5	Donated services and use of facilities	
6	Investment expenses	
7	Prior period adjustments	
8	Other (Describe in Part XIV)	
9	Total adjustments (net) Add lines 4 - 8	
10	Excess or (deficit) for the year per financial statements Combine lines 3 and 9	10758,985,414

Part XII Reconciliation of Revenue per Audited Financial Statements With Revenue per Return		
1	Total revenue, gains, and other support per audited financial statements . . . . .	1
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12	
a	Net unrealized gains on investments . . . . .2a	
b	Donated services and use of facilities . . . . .2b	
c	Recoveries of prior year grants . . . . .2c	
d	Other (Describe in Part XIV) . . . . .2d	
e	Add lines 2a through 2d . . . . .2e	
3	Subtract line 2e from line 1 . . . . .3	
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1	
a	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .4a	
b	Other (Describe in Part XIV) . . . . .4b	
c	Add lines 4a and 4b . . . . .4c	
5	Total Revenue Add lines 3 and 4c. (This should equal Form 990, Part I, line 12 ) . . . . .5	

Part XIII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return		
1	Total expenses and losses per audited financial statements . . . . .	1
2	Amounts included on line 1 but not on Form 990, Part IX, line 25	
a	Donated services and use of facilities . . . . .2a	
b	Prior year adjustments . . . . .2b	
c	Other losses . . . . .2c	
d	Other (Describe in Part XIV) . . . . .2d	
e	Add lines 2a through 2d . . . . .2e	
3	Subtract line 2e from line 1 . . . . .3	
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:	
a	Investment expenses not included on Form 990, Part VIII, line 7b . . . . .4a	
b	Other (Describe in Part XIV) . . . . .4b	
c	Add lines 4a and 4b . . . . .4c	
5	Total expenses Add lines 3 and 4c. (This should equal Form 990, Part I, line 18 ) . . . . .5	

Part XIV Supplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, Part XI, line 8, Part XII, lines 2d and 4b, and Part XIII, lines 2d and 4b. Also complete this part to provide any additional information.

Identifier	Return Reference	Explanation
X	2	The Board recognizes in the consolidated financial statements only those tax positions determined to be more likely than not of being sustained upon examination based on the technical merits of the positions under the presumptions that the taxing authorities have full knowledge of all relevant facts
X	2	The determination of which tax positions are more likely than not of being sustained requires the use of significant judgments and estimates by management, which may or may not be borne out by actual results. As of June 30, 2012 and 2011, the Board had no reserves for uncertain tax positions.





**1**

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter . . . . . ► \_\_\_\_\_

3 Enter total number of other organizations or entities . . . . . ► \_\_\_\_\_

## Part III

[illegible]

**Part IV Foreign Forms**

- 1

Was the organization a U S transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926 (see instructions for Form 926)*

☒ Yes ☐ No
- 2

Did the organization have an interest in a foreign trust during the tax year? *If " Yes," the organization may be required to file Form 3520 and/or Form 3520-A. (see instructions for Forms 3520 and 3520-A)*

☐ Yes ☒ No
- 3

Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons with respect to Certain Foreign Corporations. (see instructions for Form 5471)*

☒ Yes ☐ No
- 4

Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund. (see instructions for Form 8621)*

☒ Yes ☐ No
- 5

Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons with respect to Certain Foreign Partnerships. (see instructions for Form 8865)*

☒ Yes ☐ No
- 6

Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to file Form 5713, International Boycott Report (see instructions for Form 5713).*

☐ Yes ☒ No

Additional Data

Software ID: 11000218  
Software Version: 2011.0.0  
EIN: 13-1623965  
Name: College Entrance Examination Board

Part V

Supplemental Information

Complete this part to provide the information (see instructions) required in Part I, line 2, and any additional information.

Form 990 Schedule F Part I - Activities Outside The United States

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service (s) in region	(f) Total expenditures for region
Central America and the Caribbean			Program Services	Testing	250,595
Central America and the Caribbean			Program Services	Educational Conferences	23,819
Central America and the Caribbean			Investments	Investments	109,772,866
East Asia and the Pacific		1	Program Services	Testing	3,461,795
East Asia and the Pacific			Program Services	Educational Conferences	278,327
East Asia and the Pacific			Program Services	Workshops	98,626
Europe			Program Services	Testing	763,103
Europe			Program Services	Educational Conferences	88,111
Europe			Program Services	Workshops	16,929
Europe			Investments	Investments	1,210,965
Middle East and North Africa			Program Services	Testing	1,209,063
Middle East and North Africa			Program Services	Educational Conferences	19,573
North America			Program Services	Testing	1,129,749
North America			Program Services	Educational Conferences	634,816
North America		1	Program Services	Workshops	159,582
North America			Investments	Investments	1,990,707
Russia and the Newly Independent States			Program Services	Testing	57,938
Russia and the Newly Independent States			Program Services	Educational Conferences	7,479
South America			Program Services	Testing	40,427
South America			Program Services	Educational Conferences	37,683
South Asia		1	Program Services	Testing	9,585
South Asia			Program Services	Educational Conferences	179,043
Sub-Saharan Africa			Program Services	Educational Conferences	22,031

SCHEDULE G  
(Form 990 or 990-EZ)

Department of the Treasury  
Internal Revenue Service

Supplemental Information Regarding  
Fundraising or Gaming Activities

Complete if the organization answered "Yes" to Form 990, Part IV, lines 17, 18, or 19,  
or if the organization entered more than \$15,000 on Form 990-EZ, line 6a.  
▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

2011

Open to Public Inspection

Name of the organization  
College Entrance Examination Board

Employer identification number  
13-1623965

Part I Fundraising Activities. Complete if the organization answered "Yes" to Form 990, Part IV, line 17.

1

Indicate whether the organization raised funds through any of the following activities. Check all that apply.

a

☐ Mail solicitations

b

☐ Internet and e-mail solicitations

c

☐ Phone solicitations

d

☐ In-person solicitations

e

☐ Solicitation of non-government grants

f

☐ Solicitation of government grants

g

☐ Special fundraising events

2a

Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services?

☐ Yes

☒ No

b

If "Yes," list the ten highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization. Form 990-EZ filers are not required to complete this table.

(i) Name and address of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col (i)	(vi) Amount paid to (or retained by) organization
		Yes	No			
Total . . . . . ▶						

3

List all states in which the organization is registered or licensed to solicit funds or has been notified it is exempt from registration or licensing.

Part II

**Fundraising Events.** Complete if the organization answered "Yes" to Form 990, Part IV, line 18, or reported more than \$15,000 on Form 990-EZ, line 6a. List events with gross receipts greater than \$5,000.

		(a) Event #1	(b) Event #2	(c) Other Events	(d) Total Events
		(event type)	(event type)	(total number)	(Add col (a) through col (c))
Revenue	1	Gross receipts . . . .			
	2	Less Charitable contributions . . . .			
	3	Gross income (line 1 minus line 2) . . . .			
Direct Expenses	4	Cash prizes . . . .			
	5	Non-cash prizes . . . .			
	6	Rent/facility costs . . . .			
	7	Food and beverages . . . .			
	8	Entertainment . . . .			
	9	Other direct expenses . . . .			
	10	Direct expense summary Add lines 4 through 9 in column (d) . . . . . ▶			( )
	11	Net income summary Combine lines 3 and 10 in column (d). . . . . ▶			

Part III

**Gaming.** Complete if the organization answered "Yes" to Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/Instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming
					(Add col (a) through col (c))
Revenue	1	Gross revenue . . . . .			
	2	Cash prizes . . . . .			
Direct Expenses	3	Non-cash prizes . . . . .			
	4	Rent/facility costs . . . . .			
	5	Other direct expenses . . . . .			
	6	Volunteer labor . . . . . <input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	
	7	Direct expense summary Add lines 2 through 5 in column (d) . . . . . ▶			( )
	8	Net gaming income summary Combine lines 1 and 7 in column (d) . . . . . ▶			

9 Enter the state(s) in which the organization operates gaming activities \_\_\_\_\_

a Is the organization licensed to operate gaming activities in each of these states? . . . . . ☐ Yes ☐ No

b If "No," Explain \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year? . . . . . ☐ Yes ☐ No

b If "Yes," Explain \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- 11

Does the organization operate gaming activities with nonmembers?

Yes

No
- 12

Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming?

Yes

No

13

Indicate the percentage of gaming activity operated in

a	The organization's facility	13a
b	An outside facility	13b

14

Provide the name and address of the person who prepares the organization's gaming/special events books and records

Name

Address

15a

Does the organization have a contract with a third party from whom the organization receives gaming revenue?

Yes

No

b

If "Yes," enter the amount of gaming revenue received by the organization \$ and the amount of gaming revenue retained by the third party \$

c

If "Yes," enter name and address

Name

Address

16

Gaming manager information

Name

Gaming manager compensation

\$

Description of services provided

Director/officer

Employee

Independent contractor

17

Mandatory distributions

a

Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license?

Yes

No

b

Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year \$

Part IV

Complete this part to provide additional information for responses to question on Schedule G (see instructions.)

Identifier	ReturnReference	Explanation
------------	-----------------	-------------

Schedule I  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Name of the organization  
College Entrance Examination Board

Grants and Other Assistance to Organizations,  
Governments and Individuals in the United States

Complete if the organization answered "Yes," to Form 990, Part IV, line 21 or 22.  
▶ Attach to Form 990

OMB No 1545-0047

2011

Open to Public  
Inspection

Employer identification number  
13-1623965

Part I

General Information on Grants and Assistance

- 1

Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? . . . . .

☒ Yes ☐ No
- 2

Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

Part II

Grants and Other Assistance to Governments and Organizations in the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 21 for any recipient that received more than \$5,000. Check this box if no one recipient received more than \$5,000. Use Part IV and Schedule I-1 (Form 990) if additional space is needed . . . . . ▶ ☐

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
See Additional Data Table							

2

Enter total number of section 501(c)(3) and government organizations listed in the line 1 table . . . . . ▶

16

3

Enter total number of other organizations listed in the line 1 table . . . . . ▶

6



**Part III**

**Grants and Other Assistance to Individuals in the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 22.  
Use Schedule I-1 (Form 990) if additional space is needed.

(a)Type of grant or assistance	(b)Number of recipients	(c)Amount of cash grant	(d)Amount of non-cash assistance	(e)Method of valuation (book, FMV, appraisal, other)	(f)Description of non-cash assistance
(1) Scholarships for public	14	16,260			
(2) Health research	147	570,289			

**Part IV**

**Supplemental Information.** Complete this part to provide the information required in Part I, line 2, and any other additional information.

Identifier	Return Reference	Explanation
I	2	Procedures for Monitoring Use of Grants Funds in U S The College Board maintains accurate records of the amounts of grants in accordance with GAAP, documents selection criteria and eligibility, and monitors use of grant funds

**Software ID:** 11000218  
**Software Version:** 2011.0.0  
**EIN:** 13-1623965  
**Name:** College Entrance Examination Board

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
American Council On EducationOne Dupont Circle NW 800 Washington, DC 20036	53-0196573	501c3	12,000				Community Education
Boys and Girls Clubs of Metro Atlanta100 Edgewood Avenue Atlanta, GA 30303	58-0566123	501c3		7,985	FMV	Books	Community Education

**Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC Code section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
California State University External Relations401 Golden Shore Long Beach, CA 90802	94-3067788	501c3		32,368	FMV	Books	Community Education
Computer Science Teacher's Association2 Penn Plaza Suite 701 New York, NY 10121	13-1921358	501c3	15,000				Community Education

**Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC Code section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
Copiague Public Schools2650 Great Neck Road Copiague, NY 11726	11-6000450	115	10,000				Community Education
Council Of Chief State School Officers One Massachusetts Avenue NW Suite 7 Washington, DC 20001	53-0198090	501c3	40,000				Community Education

**Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC Code section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
DonorschooseOrg213 West 35 Street Second Fl East New York, NY 11743	13- 4129457	501c3	140,000				Community Education
Economedes High School-ECISD1414 N Alamo Road Edinburg, TX 78542	17- 4600071	115	26,500				Community Education

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Excelencia in Education Inc1717 N Street NW 2nd floor Washington,DC 20036	20-0927912	501c3	10,000				Community Education
Fort Lauderdale High School1600 NE 4th Avenue Fort Lauderdale,FL 33305	59-6000530	115	26,500				Community Education

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV , appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Georgetown University Georgetown Scholarship Program Whit Washington, DC 20057	53-0196603	501c3	7,520				Community Education
Lebanon High School 1700 South 5th Street Lebanon, OR 97355	93-1175526	115		8,092	FMV	Books	Community Education

Form 990,Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Lincoln Square Business Improvement District1841 Broadway Suite 1112 New York, NY 10023	13-3922300	501c3	10,000				Community Education
National Center For Learning Disabilities381 Park Avenue South Suite 1401 New York, NY 10016	13-2899381	501c3	10,000				Community Education



Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
National College Access Network 1001 Connecticut Avenue NW Suite 63 Washington, DC 20036	31-1793562	501c3	20,000				Community Education
National Math & Science Initiative 325 North Saint Paul Street Suite 2 Dallas, TX 75201	11-3769438	501c3	166,666				Community Education

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
New Mexico AP InitiativePO Box 31088 Santa Fe, NM 87594	27-0293685	501c3	25,000				Community Education
The National Governors Association444 North Capital Street NW Suite 6 Washington, DC 20036	23-7391796	501c3	70,000				Community Education

**Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States**

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC Code section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
The University of Massachusetts- AmherstBusiness Office Murray D Lincoln Ca Amherst, MA 01003	04-3167352	115	10,000				Community Education
Western Interstate Commission3035 Center Green Drive Boulder, CO 80301	84-6008945	501c3	72,000				Community Education

Form 990, Schedule I, Part II, Grants and Other Assistance to Governments and Organizations in the United States

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Woodbury Public Schools25 North Broad Street Woodbury, NJ 08096	21-6000350	115	26,500				Community Education
World History Connected Inc17576 North Amberwood Drive Surprise, AZ 85374	01-0785524	501c3	10,000				Community Education

Schedule J  
(Form 990)

Compensation Information

OMB No 1545-0047

2011

Open to Public Inspection

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ Complete if the organization answered "Yes" to Form 990, Part IV, question 23.

▶ Attach to Form 990. ▶ See separate instructions.

Name of the organization  
College Entrance Examination Board

Employer identification number  
13-1623965

Part I

Questions Regarding Compensation

		Yes	No
1a	Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items. <div><div><input type="checkbox"/> First-class or charter travel</div><div><input checked="" type="checkbox"/> Housing allowance or residence for personal use</div><div><input type="checkbox"/> Travel for companions</div><div><input type="checkbox"/> Payments for business use of personal residence</div><div><input type="checkbox"/> Tax idemnification and gross-up payments</div><div><input type="checkbox"/> Health or social club dues or initiation fees</div><div><input type="checkbox"/> Discretionary spending account</div><div><input type="checkbox"/> Personal services (e g , maid, chauffeur, chef)</div></div>		
b	If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all the expenses described above? If "No," complete Part III to explain	1b	Yes
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?	2	Yes
3	Indicate which, if any, of the following the organization uses to establish the compensation of the organization's CEO/Executive Director. Check all that apply. <div><div><input checked="" type="checkbox"/> Compensation committee</div><div><input checked="" type="checkbox"/> Written employment contract</div><div><input checked="" type="checkbox"/> Independent compensation consultant</div><div><input checked="" type="checkbox"/> Compensation survey or study</div><div><input checked="" type="checkbox"/> Form 990 of other organizations</div><div><input checked="" type="checkbox"/> Approval by the board or compensation committee</div></div>		
4	During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization: <div><div>a Receive a severance payment or change-of-control payment?</div><div>b Participate in, or receive payment from, a supplemental nonqualified retirement plan?</div><div>c Participate in, or receive payment from, an equity-based compensation arrangement?</div></div> If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III	4a	Yes
		4b	Yes
		4c	No
	Only 501(c)(3) and 501(c)(4) organizations only must complete lines 5-9.		
5	For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of: <div><div>a The organization?</div><div>b Any related organization?</div></div> If "Yes," to line 5a or 5b, describe in Part III	5a	No
		5b	No
6	For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of: <div><div>a The organization?</div><div>b Any related organization?</div></div> If "Yes," to line 6a or 6b, describe in Part III	6a	No
		6b	No
7	For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III	7	No
8	Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regs section 53.4958-4(a)(3)? If "Yes," describe in Part III	8	No
9	If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	9	

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions on row (ii). Do not list any individuals that are not listed on Form 990, Part VII.

**Note.** The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, columns (D) and (E) for that individual.

[illegible]

**Part III**   **Supplemental Information**

Complete this part to provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 4c, 5a, 5b, 6a, 6b, 7, and 8. Also complete this part for any additional information.

Identifier	Return Reference	Explanation
I	1a and 4b	President received deferred compensation 521,628 and a monthly housing allowance that is included in his taxable compensation.

**Software ID:** 11000218  
**Software Version:** 2011.0.0  
**EIN:** 13-1623965  
**Name:** College Entrance Examination Board

**Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees**

(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
Laurence Bunin	(i) (ii)	267,196		36,600	31,850	1,868	337,514	
Wayne Camara	(i) (ii)	295,188	17,894	22,990	31,850	5,655	373,577	
Eric Cantor	(i) (ii)	257,241	7,187	25,929	31,850	4,081	326,288	
Gaston Caperton	(i) (ii)	550,131	659,013	223,436	31,850	22,795	1,487,225	
Diane Duggan	(i) (ii)	387,403	28,119	26,090	31,850	10,792	484,254	
Herbert Elish	(i) (ii)	460,415	55,125	57,239	31,850	12,494	617,123	
Thomas Higgins	(i) (ii)	387,094	39,383	43,360	31,850	23,950	525,637	
Peter Kauffman	(i) (ii)	282,367		5,643	31,850	13,963	333,823	
Andrea Mainelli	(i) (ii)	337,793	20,400	16,534	31,850	18,948	425,525	
Neil Lane	(i) (ii)	342,597	41,253	20,288	31,850	21,948	457,936	
Peter Negroni	(i) (ii)	390,519	4,881	31,268	31,850	7,854	466,372	
Tom Rudin	(i) (ii)	296,141	18,205	26,415	31,850	23,695	396,306	
Mary C Scott	(i) (ii)	200,593	8,220	5,555	28,017	11,353	253,738	
Dorothy Sexton	(i) (ii)	216,477	9,941	2,042	30,262	11,016	269,738	
Steven Titan	(i) (ii)	274,260	14,024	18,552	31,850	22,445	361,131	
Juliet Weissman	(i) (ii)	212,942	22,279	431	31,850	25,561	293,063	
Trevor Packer	(i) (ii)	290,354	38,400	633	31,850	6,017	367,254	
Robert Alig	(i) (ii)	271,396	43,566	41,435	31,850	11,935	400,182	



Form 990, Schedule J, Part II - Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
Hal Higginbotham	(i) (ii)	370,716	14,897	29,688	31,850	14,481	461,632	
Stephen Meyer	(i) (ii)	295,010	29,370	12,167	31,850	18,364	386,761	
Pam Nelson	(i) (ii)	276,043	50,010	19,699	31,850	6,851	384,453	
Jim Strande	(i) (ii)	291,037	24,863	24,988	31,850	17,795	390,533	
Kathryn Juric	(i) (ii)	185,553	25,646	624	27,618	9,905	249,346	

SCHEDULE O

(Form 990 or 990-EZ)

Department of the Treasury  
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on  
Form 990 or to provide any additional information.  
▶ Attach to Form 990 or 990-EZ.

OMB No 1545-0047

2011

Open to Public  
Inspection

Name of the organization College Entrance Examination Board	Employer identification number 13-1623965
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Identifier	Return Reference	Explanation
Form 990 Part I	1	The College Board is a not-for-profit membership association that provides programs and services to help students prepare for and succeed in college. The College Board was created in 1900 to expand access to higher education. Today, the association is made up of more than 6,000 secondary schools, colleges, universities and other educational organizations. The College Board and its members are committed to the principles of excellence and equity in education, and that commitment is embodied in all of its programs, services and activities. As a membership association of secondary schools and institutions of higher education, The College Board works to improve education and respond to member needs and concerns.

Identifier	Return Reference	Explanation
Form 990 Part I	1	In fiscal 2011-12, The College Board served more than seven million students and their parents 23,000 high schools and 3,900 colleges through major programs and services in college admission, guidance, assessment, financial aid, enrollment, and teaching and learning To further its mission, the organization also conducts research collects data advocates on behalf of students, teachers, school counselors, admission and financial aid officers, and institutions of higher education, and to improve education standards and practices In addition, annual and regional forums and workshops are held to address the most pressing issues of interest to the associations members

Identifier	Return Reference	Explanation
Form 990 Part I	1	Among the College Boards best-known programs are the SAT, the PSAT/NMSQT and the Advanced Placement Program AP Through its free online resources, the College Board provides critical information about the college-going process to millions of students every year

Identifier	Return Reference	Explanation
Form 990 Part III	4a COLLEGE READINESS	To fulfill commitment to excellence in education, the College Board works to help prepare all students to succeed in rigorous course work and to realize that college is a possibility for them. Through programs developed for grades six to 12, the College Board helps schools promote high standards of learning, place writing at the center of the curriculum and offer college guidance.

Identifier	Return Reference	Explanation
Form 990 Part III	4a COLLEGE READINESS	SpringBoard is the College Boards official Pre-AP program for grades 6-12 in English Language Arts and Mathematics, based on the rigorous College Board Standards for College Success. Written by teachers for teachers, SpringBoard is a research-based college readiness program designed to prepare all students for AP and college success through integrated instructional materials, formative assessments and sustained professional development.

Identifier	Return Reference	Explanation
Form 990 Part III	4a COLLEGE READINESS	The College Boards Advanced Placement Program AP enables willing and academically prepared students to pursue college-level studies with the opportunity to earn college credit, advanced placement or both while still in high school. Through AP courses in 34 subjects, each culminating in a rigorous exam, students learn to think critically, construct solid arguments and see many sides of an issue. These are skills that prepare them for college and beyond. Taking AP courses demonstrates to college admission officers that students have sought the most rigorous curriculum available to them, and research indicates that students who score a 3 or higher on the AP Exam typically experience greater academic success in college and are more likely to earn a college degree than non-AP students.

Identifier	Return Reference	Explanation
Form 990 Part III	4a COLLEGE READINESS	Each AP teachers syllabus is evaluated and approved by faculty from some of the nations leading colleges and universities, and AP Exams are developed and scored by college faculty and experienced AP teachers Most four-year colleges and universities in the United States grant credit, advanced placement or both on the basis of successful AP Exam scores-more than 3,600 institutions worldwide annually receive AP scores More than 20 million in discounts were provided to AP test takers in fiscal 2012



Identifier	Return Reference	Explanation
Form 990 Part III	4a COLLEGE READINESS	The College Boards CollegeEd and Guidance Publications unit offers publications, professional development and supplemental curriculum materials to help educators prepare students for success in college and beyond CollegeEd provides a collaborative academic and career exploration curriculum for students, educators and parents, designed to empower students with the skills and knowledge to envision their goals and achieve success in higher education The program includes middle and high school family guides, as well as an online component to help students and their parents plan for, apply to and pay for college

Identifier	Return Reference	Explanation
Form 990 Part III	4a COLLEGE READINESS	The College Boards College Handbook, Scholarship Handbook, Book of Majors and Getting Financial Aid also provide valuable information on these topics to prospective students and their parents. The College Counseling Sourcebook Advice and Strategies from Experienced School Counselors, now in its sixth edition, is an essential reference for counselors across the country.

Identifier	Return Reference	Explanation
Form 990 Part III	4a COLLEGE READINESS	Recognizing the need to help middle and high school students in underrepresented groups enter the pipeline to higher education, the College Board created College Board Schools with the support of the Bill and Melinda Gates Foundation and the Michael and Susan Dell Foundation. In New York State, College Board Schools are new public schools, grades six to 12, that serve students in low-income and minority communities with the aim of preparing neighborhood students for access to and success in college. There are currently 18 College Board Schools in New York.

Identifier	Return Reference	Explanation
Form 990 Part III	4a COLLEGE READINESS	The Chinese Language and Culture Initiatives are helping to support the growth of Chinese language education in U.S. schools and build a solid foundation for the AP Chinese Language and Culture course and exam. The initiatives, which include a series of programs, are made possible through a historic collaboration with the Confucius Institute Headquarters/Hanban of China. Currently, 172 guest teachers from China are placed in high schools, middle schools and elementary schools across the United States. In June 2012, approximately 400 U.S. educators traveled to China with the Chinese Bridge Delegation for a one-week educational tour as guests of Hanban. In collaboration with the Asia Society, the College Board co-hosts the National Chinese Language Conference, an annual meeting attracting nearly 1,200 educators from across the nation.

Identifier	Return Reference	Explanation
Form 990 Part III	4a COLLEGE READINESS	In addition, the initiative has organized in-service professional development for U S based Chinese teachers and Chinese culture presentations in U S schools, as well as providing scholarships for Chinese teaching candidates

Identifier	Return Reference	Explanation
Form 990 Part III	4a COLLEGE READINESS	The College Board believes that extensive and effective use of data can be used to improve teaching and learning By understanding students strengths and skills, teachers can help them succeed in high school and beyond Also important is an understanding of how students skills compare nationally and internationally To gauge learning objectively-and help students build on their strengths and address weaknesses-the College Board has developed assessments for use by teachers, schools, students and colleges

Identifier	Return Reference	Explanation
Form 990 Part III	4b COLLEGE CONNECTION SUCCESS SYSTEMS	PSAT/NMSQT is a comprehensive assessment program taken by more than 3.5 million students and fee waivers of 2 million are given annually. The PSAT/NMSQT measures the critical reading, mathematics and writing skills that students need for success in college and beyond. It provides practice for the SAT entry into scholarship programs, detailed feedback, valuable resources for students, schools, and districts, personalized college and career planning tools and data, and reporting resources that help educators increase access to rigorous courses while improving teaching and learning.

Identifier	Return Reference	Explanation
Form 990 Part III	4b COLLEGE CONNECTION SUCCESS SYSTEMS	The SAT, the nations premier college admission test, was developed as a tool to democratize access to college for all students. The SAT measures the academic skills and knowledge that students acquire in high school. It also shows how well students can apply their knowledge, a factor that educators and researchers agree is critical to success in college course work. The SAT is accepted and used by the vast majority of nonprofit four-year colleges, including open-admission colleges. About 1.66 million students in the class of 2012 took the SAT, and minority students comprised 45 percent of test-takers.



Identifier	Return Reference	Explanation
Form 990 Part III	4b COLLEGE CONNECTION SUCCESS SYSTEMS	In keeping with its mission to connect students to college success and opportunity, the College Board provides SAT fee waivers to low-income students for whom exam fees would present an unnecessary barrier in the college-going process. 45 million in fee waivers were provided. About 22 percent of SAT takers in the class of 2012 utilized fee waivers to prepare for and take the SAT. Students who participate in the College Boards SAT fee-waiver program may also be eligible to have college application fees waived. The directory of colleges that have agreed to waive, or to consider waiving application fees for students participating in the SAT fee-waiver program is located at <a href="http://www.collegeboard.org/proddownloads/sat/directory-of-colleges-for-sat-program-fee-waivers.pdf">http://www.collegeboard.org/proddownloads/sat/directory-of-colleges-for-sat-program-fee-waivers.pdf</a>

Identifier	Return Reference	Explanation
Form 990 Part III	4b COLLEGE CONNECTION SUCCESS SYSTEMS	College-Level Examination Program CLEP assesses students college-level know ledge, regardless of w here the know ledge was acquired Students can use the CLEP examinations to demonstrate learning and earn placement, credit or exemption from introductory college-level courses ACCUPLACER, is a computer-adaptive diagnostic, online intervention and placement testing system that assesses student academic skills in reading, writing and mathematics in an immediate and accurate way ACCUPLACER is used primary by institutions to aid in effective placement of incoming students

Identifier	Return Reference	Explanation
Form 990 Part III	4b COLLEGE CONNECTION SUCCESS SYSTEMS	ReadiStep is a low-stakes middle school assessment that helps teachers provide the guidance middle school students need to prepare for high school and college. Developed by College Board professionals in partnership middle school teacher and other education experts. ReadiStep provides early feedback on students skills. It identifies areas in which students need to develop their skills, as well as students who are ready for more advanced course work. ReadiStep is vertically aligned with the PSAT/NMSQT and SAT and measures the skills through the same format and question types in three fundamental academic disciplines: critical reading, mathematics and writing skills.

Identifier	Return Reference	Explanation
Form 990 Part III	4b COLLEGE CONNECTION SUCCESS SYSTEMS	Enrollment Services The College Board works with colleges and universities to help them find the best students for their campuses and to effectively and efficiently distribute the financial aid that will help students complete their education It is imperative that higher education institutions recruit and retain students who are a good fit for their programs The better the fit, the more likely the student will be to enroll, enhance on-campus learning, graduate and ultimately contribute to society By achieving success, these students pave the way for future students to attend college The College Board provides a suite of financial aid, recruitment and admission services that help colleges and students achieve their goals

Identifier	Return Reference	Explanation
Form 990 Part III	4b COLLEGE CONNECTION SUCCESS SYSTEMS	Financial Aid The College Boards College Scholarship Service pioneered need-based financial aid concepts and methodologies more than five decades ago Today, the College Boards various financial aid programs and services help institutions distribute resources efficiently, while supporting equity and a high level of service PowerFAIDS is an all-encompassing financial aid management system Institutional Need Analysis System INAS is a need-analysis calculator that allows colleges to determine estimated family contributions

Identifier	Return Reference	Explanation
Form 990 Part III	4b COLLEGE CONNECTION SUCCESS SYSTEMS	CSS/Financial Aid PROFILE is a service that institutions use to make sensitive financial aid decisions and that students and families use to apply for institutional aid. Fee Waivers are granted automatically to first-time applicants from low-income families, based on the financial information provided on the CSS/Financial Aid PROFILE forms. Colleges use the Institutional Documentation Service (IDOC) to greatly reduce the amount of paper in their offices. On a colleges behalf, the College Board will collect documents from applicants, scan them, enter tax return and W-2 data, and transmit data electronically to institutions, making the process easier for colleges, students and parents. The College Boards Net Price Calculator Service, which is used by about 300 colleges, assists colleges in providing student-specific information about their net price.

Identifier	Return Reference	Explanation
Form 990 Part III	4b COLLEGE CONNECTION SUCCESS SYSTEMS	Recruitment and Admission Enrollment Planning Service EPS and Descriptor PLUS are data services that make use of College Board information to provide institutions with intelligence on trends and conditions that directly affect their enrollment management strategy Student Search Service provides colleges, universities and scholarship organizations with access to college-bound students who wish to be recruited Colleges and universities use the Admitted Student Questionnaire ASQ to determine how they might improve aspects of their institutions, such as academic offerings or recruitment materials Spotlight helps colleges and universities describe their institutions in College MatchMaker on collegeboard com, so that more students will be attracted to their campuses

Identifier	Return Reference	Explanation
Form 990 Part III	4c RESEARCH, DATA ANALYSIS	Data and Analysis The College Board is a respected source of data The Annual Survey of Colleges collects information of use to students, parents, counselors and educators about the characteristics of accredited colleges, including programs, costs, application requirements and deadlines The data are used to produce the College Boards popular College Search program on bigfuture org the College Handbook and the annual Trends in College Pricing, part of the Trends in Higher Education Series The Annual Survey of Colleges data are also used by journalists and researchers



Identifier	Return Reference	Explanation
Form 990 Part III	4c RESEARCH, DATA ANALYSIS	The College Boards Research and Development Department conducts research on issues of importance to core programs, such as the SAT and AP. Results are often disseminated through published research reports and presentations at various educational conferences, including the conference of the American Educational Research Association. The analysis unit is responsible for evaluating and fulfilling requests for College Board data.

Identifier	Return Reference	Explanation
Form 990 Part III	4c RESEARCH, DATA ANALYSIS	In February 2012, the AP Report to the Nation reported educators quantifiable successes in helping a wider, more ethnically diverse segment of students gain access to and achieve success in college-level work. In September, the College Board released the results of an analysis of the years graduating class of SAT takers, noting a higher number of first-generation students than last year and a high rate of minority student participation

Identifier	Return Reference	Explanation
Form 990 Part III	4c RESEARCH, DATA ANALYSIS	In October, the College Board released Trends in College Pricing 2012 and Trends in Student Aid 2012, showing that tuition continues to rise, but while large increases in federal grant aid and tax benefits cushioned the impact of rising tuition prices from 2008-09 to 2010-11, total grant aid for students did not increase in 2011-12. The reports also documented a wide variation in prices in a diverse higher education system. The Trends in Higher Education Series supplies important statistics, information and analysis for policymakers, educators, news media and the public, as well as thousands of College Board members.

Identifier	Return Reference	Explanation
Form 990 Part III	4c ADVOCACY	ADVOCACY Education Comes First The College Board Advocacy Policy Center is uniquely positioned to build critical connections between policy research and real-world experience, making innovative ideas accessible and actionable to drive fundamental systemic reform in education The center is dedicated to the study of educational opportunity and success It conducts research and analyses on policies and educational challenges related to three policy areas college preparation and access, college affordability and financial aid and college admission and completion

Identifier	Return Reference		Explanation
Form 990 Part III	4c	ADVOCACY	The Center provides data, tools and resources that policymakers and educators can use to broaden the reach of programs that work, while also improving educational opportunities and outcomes. Furthermore, the Center communicates critical information about college access and affordability to policymakers, educators, parents and students in order to improve the school-to-college transition and increase college completion rates, especially for traditionally underserved groups. The Center benefits from the College Boards more than 100 years as a standard of academic excellence, with an active network of members from across the education spectrum, extensive experience with programs and services designed to connect students to college opportunity and success and school and district models for comprehensive, systemic reform.

Identifier	Return Reference	Explanation
Form 990 Part III	4c ADVOCACY	The College Board Advocacy Policy Center engages a national network of policymakers, practitioners, researchers and innovators to share ideas, explore solutions to seemingly intractable problems in education, and identify gaps in information. Throughout the year the College Board hosts policy forums and roundtables, convening innovative minds to radically rethink how education is delivered in America. The Centers work is focused on three areas critical to college success. A portfolio of research-based initiatives which addresses the challenges and opportunities in each area.

Identifier	Return Reference	Explanation
Form 990 Part III	4c ADVOCACY	College Preparation Access All students deserve the highest-quality education and an opportunity to participate in academically challenging courses to prepare for success beyond high school We provide evidence-based tools, resources and effective practices to help educators build a college-ready culture of high expectations and achievement we also raise awareness of the value and importance of K-12 teachers and school counselors, who work directly with students, their families and their communities Key initiatives include The Collegekeys Compact, Schools Counselor Advocacy and Educational Experiences Facing Young Men of Color

Identifier	Return Reference	Explanation
Form 990 Part III	4c ADVOCACY	College Affordability Financial Aid All students should have access to an affordable college experience We offer recommendations to improve and simplify the student financial aid system in order to make enrollment and full participation in the college experience possible for all students We also provide institutions and policymakers with data that shed light on the current state of college prices and student financial aid, as well as long-term pricing and financial aid trends Key initiatives include Rethinking Student Aid, Trends in Higher Education Series and Education Pays



Identifier	Return Reference	Explanation
Form 990 Part III	4c ADVOCACY	College Admission Completion Making the benefits of higher education available to more people improves lives and strengthens our nation The College Board offers recommendations to simplify the college admission and transfer processes, promote the educational benefits of diversity and improve college completion rates We develop evidence-based practices and policies to increase post secondary attainment, particularly among students from low -income and minority backgrounds, as well as underserved schools and districts

Identifier	Return Reference	Explanation
Form 990 Part III	4c ADVOCACY	The Annual College Completion Agenda A comprehensive progress report on rigorous indicators aligned to 10 interdependent recommendations -- charts the progress of the nation and each of the 50 states toward the goal of 55 college completion by 2025. The report points out success in individual states, while acknowledging the formidable challenges that remain at every level of the system for students who aspire to enroll and succeed in college. Key initiatives include College Completion Agenda, Access Diversity Collaborative, Admissions in the 21st Century and The Completion Arch.

Identifier	Return Reference		Explanation
Form 990 Part III	4c	ADVOCACY	The Membership Office recruits and maintains new members, supports governance activities and works to strengthen relationships between College Board staff and members to achieve our shared goals. Through programs, services and large-scale conferences, the College Board seeks to foster community, expand knowledge and enhance the profession among its more than 6,000 members from the United States and abroad. Professional development is another important component of College Board services. Support for teachers, counselors and administrators includes online resources, workshops, conferences and publications. These professional development activities are conducted by a number of College Board programs.

Identifier	Return Reference	Explanation
Form 990 Part III	4c ADVOCACY	To further foster the College Boards mission of connecting all students-including those with disabilities-to college success, Services for Students with Disabilities staff works hard to ensure that students with disabilities receive the accommodations necessary to participate in College Board testing To determine w ho requires an accommodation, the College Board uses qualified professionals, both in-house staff and our national panel of experts, to review and assess every request on an individual basis A number of other services assist colleges and universities in finding students w ho will succeed on their campuses, managing these students financial aid needs and evaluating their educational outcomes

Identifier	Return Reference		Explanation
Form 990 Part III	4c	ADVOCACY	Other initiatives build on the College Boards mission to connect students to college success by working to improve academic preparation increase access to college maximize our nations higher education system, which includes addressing graduation and retention and consider the gamut of K-12 issues

Identifier	Return Reference	Explanation
Form 990 Part III	4c ADVOCACY	The College Board Website The College Board website is the most highly trafficked online college planning resource The website provides critical information and helpful tools and services to millions of high school students every year Students use the site to get high-quality information about more than 3900 college and universities, find colleges that fit their desires and needs, receive PSAT/NMSQT scores, access career and major exploration tools, prepare and register for the SAT, and learn about and apply for a wide variety of financial aid resources In April 2012, the College Board launched BigFuture bigfuture org a free, comprehensive web resource that improves the college planning process Designed with the input of students and educators, the sites step-by-step approach makes the college planning process easier to navigate

Identifier	Return Reference	Explanation
Form 990 Part III	4c ADVOCACY	It also helps students learn how to overcome the barriers that make college seem out of reach This project was born out of concerns at the College Board and among educator advocacy groups about the increasingly complex college admissions process and unequal access to expert college guidance, especially for those who may be the first in their family to attend college or who are at schools with very high student-to-counselor ratios

Identifier	Return Reference	Explanation
Form 990 Part VI	6	The College Board is a membership corporation chartered by the NYS Board of Regents whose members are institutions, systems, organizations and agencies engaged in or serving post secondary/higher and secondary education and working to support preparation for and transition to post secondary/higher education



Identifier	Return Reference	Explanation
Form 990 Part VI	7a	Members elect 30 of the 31 members of the governing body, the Board of Trustees, by appointing delegates who represent them at meetings of the College Board, Regional Assemblies, and National Assemblies as follows 9 Trustees are elected by 6 Regional Assemblies, 6 Trustees are elected by 3 National Assemblies, and 15 Trustees are elected at-large nationally

Identifier	Return Reference	Explanation
Form 990 Part VI	7b	If the governing board proposes an amendment of the corporate Charter or bylaws, a two-thirds vote of the members is required to approve the proposed amendment. Members may also suspend the Bylaws with a unanimous vote when a quorum is present at a meeting.

Identifier	Return Reference	Explanation
Form 990 Part VI	11b	The 990 is reviewed by the Tax Director, the College Boards public accounting firm, the Chief Accounting Officer, members of the senior management team, and the Audit Committee of the Board of Trustees before it is provided to the Board of Trustees

Identifier	Return Reference	Explanation
Form 990 Part VI	12c	Annual Disclosure Statement      Each year, the College Board Office provides the Trustees, Officers, and Executive Directors Guidelines for Avoiding Conflicts of Interest, Maintaining Confidentiality, and Barring Insider Trading and requires them to sign annual disclosure statements, which are reviewed by the College Board Offices of the Secretary and General Counsel

Identifier	Return Reference	Explanation
Form 990 Part VI	12c contd	The College Board Employee Handbook Handbook sets forth the College Board policies on conflicts, which require employees to report actual and potential conflicts in writing. A violation will result in immediate discipline, including immediate termination. Ethics and Compliance Reporting System is an additional mechanism for both employees and non-employees to raise concerns in an anonymous and confidential manner through an internet based ethics and compliance reporting system and call center. Reports submitted are reviewed by the College Board Office of the General Counsel.

Identifier	Return Reference	Explanation
Form 990 Part VI	15b	Compensation for top management is reviewed annually by an external consulting firm and by the Compensation Committee of the Board of Trustees

Identifier	Return Reference	Explanation
Form 990 Part VI	19	The College Board complies with all laws requiring public disclosure of governing documents, conflict of interest policies, and financial statement reporting. The College Boards Bylaws, Charter, and Assembly Governance Plans are available at collegeboard.org.

Identifier	Return Reference	Explanation
Form 990 Part VII		Gaston Caperton does not receive any compensation for his Trustee role. College Board Trustees do not receive any compensation in their capacity as a Trustee. Guidelines adopted by the Board of Trustees on October 3, 2008 no longer permit payments to a Trustee for service beyond the scope of his or her service as a Trustee of the College Board which must be fully disclosed. The listed payments were honoraria provided to members of academic committees related to committee service prior to their becoming trustees.



Identifier	Return Reference	Explanation
Form 990 Part IX	11g	This expense consists of consulting and contractual vendor services for test administration and fulfillment

Identifier	Return Reference	Explanation
Form 990 Part XI	2b	The College Boards financial statements were audited on a consolidated basis

Identifier	Return Reference	Explanation
Form 990 Part XI	5	Change in Accounting for Post retirement benefits 8,378,000 Release of Temporarily Restricted Net Assets 8,361,689 Unrealized Loss on Investment 9,711,154 Total 26,450,843

Identifier	Return Reference	Explanation
Form 990	3	Part I-B, SCHEDULE C      The College Board did not incur a section 4955 tax for the year and therefore the filing of Form 4720 is not applicable

Identifier	Return Reference	Explanation
Form 990 Part V		Cayman Islands, United Kingdom and Canada

Identifier	Return Reference	Explanation
		<p>Form 990 Part I Line 1 The College Board is a not-for-profit membership association that provides programs and services to help students prepare for and succeed in college. The College Board was created in 1900 to expand access to higher education. Today, the association is made up of more than 6,000 secondary schools, colleges, universities and other educational organizations. The College Board and its members are committed to the principles of excellence and equity in education, and that commitment is embodied in all of its programs, services and activities. As a membership association of secondary schools and institutions of higher education, The College Board works to improve education and respond to member needs and concerns. Form 990 Part I Line 1 In fiscal 2011-12, The College Board served more than seven million students and their parents, 23,000 high schools and 3,900 colleges through major programs and services in college admission, guidance, assessment, financial aid, enrollment, and teaching and learning. To further its mission, the organization also conducts research, collects data, advocates on behalf of students, teachers, school counselors, admission and financial aid officers, and institutions of higher education, and to improve education standards and practices. In addition, annual and regional forums and workshops are held to address the most pressing issues of interest to the associations members. Form 990 Part I Line 1 Among the College Boards best-known programs are the SAT, the PSAT/NMSQT and the Advanced Placement Program AP. Through its free online resources, the College Board provides critical information about the college-going process to millions of students every year. Form 990 Part III Line 4a COLLEGE READINESS To fulfill commitment to excellence in education, the College Board works to help prepare all students to succeed in rigorous coursework and to realize that college is a possibility for them. Through programs developed for grades six to 12, the College Board helps schools promote high standards of learning, place writing at the center of the curriculum and offer college guidance. Form 990 Part III Line 4a COLLEGE READINESS SpringBoard is the College Boards official Pre-AP program for grades 6-12 in English Language Arts and Mathematics, based on the rigorous College Board Standards for College Success. Written by teachers for teachers, SpringBoard is a research-based college readiness program designed to prepare all students for AP and college success through integrated instructional materials, formative assessments and sustained professional development. Form 990 Part III Line 4a COLLEGE READINESS The College Boards Advanced Placement Program AP enables willing and academically prepared students to pursue college-level studies with the opportunity to earn college credit, advanced placement or both while still in high school. Through AP courses in 34 subjects, each culminating in a rigorous exam, students learn to think critically, construct solid arguments and see many sides of an issue. These are skills that prepare them for college and beyond. Taking AP courses demonstrates to college admission officers that students have sought the most rigorous curriculum available to them, and research indicates that students who score a 3 or higher on the AP Exam typically experience greater academic success in college and are more likely to earn a college degree than non-AP students. Form 990 Part III Line 4a COLLEGE READINESS Each AP teachers syllabus is evaluated and approved by faculty from some of the nations leading colleges and universities, and AP Exams are developed and scored by college faculty and experienced AP teachers. Most four-year colleges and universities in the United States grant credit, advanced placement or both on the basis of successful AP Exam scores-more than 3,600 institutions worldwide annually receive AP scores. More than 20 million in discounts were provided to AP test takers in fiscal 2012. Form 990 Part III Line 4a COLLEGE READINESS The College Boards College Ed and Guidance Publications unit offers publications, professional development and supplemental curriculum materials to help educators prepare students for success in college and beyond. CollegeEd provides a collaborative academic and career exploration curriculum for students, educators and parents, designed to empower students with the skills and knowledge to envision their goals and achieve success in higher education. The program includes middle and high school family guides, as well as an online component to help students and their parents plan for, apply to and pay for college. Form 990 Part III Line 4a COLLEGE READINESS The College Boards College Handbook, Scholarship Handbook, Book of Majors and Getting Financial Aid also provide valu</p>

Identifier	Return Reference	Explanation
		<p>able information on these topics to prospective students and their parents The College Counseling Sourcebook Advice and Strategies from Experienced School Counselors, now in its sixth edition, is an essential reference for counselors across the country Form 990 Part III Line 4a COLLEGE READINESS Recognizing the need to help middle and high school students in underrepresented groups enter the pipeline to higher education, the College Board created College Board Schools with the support of the Bill and Melinda Gates Foundation and the Michael and Susan Dell Foundation In New York State, College Board Schools are new public schools, grades six to 12, that serve students in low-income and minority communities with the aim of preparing neighborhood students for access to and success in college There are currently 18 College Board Schools in New York Form 990 Part III Line 4a COLLEGE READINESS The Chinese Language and Culture Initiatives are helping to support the growth of Chinese language education in U.S. schools and build a solid foundation for the AP Chinese Language and Culture course and exam The initiatives, which include a series of programs, are made possible through a historic collaboration with the Confucius Institute Headquarters/Hanban of China Currently, 172 guest teachers from China are placed in high schools, middle schools and elementary schools across the United States In June 2012, approximately 400 U.S. educators traveled to China with the Chinese Bridge Delegation for a one-week educational tour as guests of Hanban In collaboration with the Asia Society, the College Board co-hosts the National Chinese Language Conference, an annual meeting attracting nearly 1,200 educators from across the nation Form 990 Part III Line 4a COLLEGE READINESS In addition, the initiative has organized in-service professional development for U.S.-based Chinese teachers and Chinese culture presentations in U.S. schools, as well as providing scholarships for Chinese teaching candidates Form 990 Part III Line 4a COLLEGE READINESS The College Board believes that extensive and effective use of data can be used to improve teaching and learning By understanding students strengths and skills, teachers can help them succeed in high school and beyond Also important is an understanding of how students skills compare nationally and internationally To gauge learning objectively-and help students build on their strengths and address weaknesses-the College Board has developed assessments for use by teachers, schools, students and colleges Form 990 Part III Line 4b COLLEGE CONNECTION SUCCESS SYSTEMS PSAT/NMSQT is a comprehensive assessment program taken by more than 3.5 million students and fee waivers of 2 million are given annually The PSAT/NMSQT measures the critical reading, mathematics and writing skills that students need for success in college and beyond It provides practice for the SAT entry into scholarship programs detailed feedback valuable resources for students, schools, and districts personalized college and career planning tools and data and reporting resources that help educators increase access to rigorous courses while improving teaching and learning Form 990 Part III Line 4b COLLEGE CONNECTION SUCCESS SYSTEMS The SAT, the nations premier college admission test, was developed as a tool to democratize access to college for all students The SAT measures the academic skills and knowledge that students acquire in high school It also shows how well students can apply their knowledge, a factor that educators and researchers agree is critical to success in college course work The SAT is accepted and used by the vast majority of nonprofit four-year colleges, including open-admission colleges About 1.66 million students in the class of 2012 took the SAT, and minority students comprised 45 percent of test-take</p>

SCHEDULE R  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Related Organizations and Unrelated Partnerships

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 33, 34, 35, 36, or 37.  
▶ Attach to Form 990. ▶ See separate instructions.

OMB No 1545-0047

2011

Open to Public Inspection

Name of the organization  
College Entrance Examination Board

Employer identification number  
13-1623965

Part I

Identification of Disregarded Entities (Complete if the organization answered "Yes" on Form 990, Part IV, line 33.)

(a) Name, address, and EIN of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity

Part II

Identification of Related Tax-Exempt Organizations (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.)

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled organization	
						Yes	No



**Part III Identification of Related Organizations Taxable as a Partnership** (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a partnership during the tax year.)

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512- 514)	(f) Share of total income	(g) Share of end-of- year assets	(h) Disproportionate allocations?		(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	

**Part IV Identification of Related Organizations Taxable as a Corporation or Trust** (Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.)

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership
(1) Sequitur Corporation 45 Columbus Avenue New York, NY 10023 75-2229149	Recruitment Services	TX	College Board	C Corp	146,335	1,456,362	100 000 %
(2) MyRoad 45 Columbus Avenue New York, NY 10023 30-0210217	Guidance Services	DE	College Board	C Corp	169,355	291,656	100 000 %

Part V

Transactions With Related Organizations (Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35, 35A, or 36.)

Note. Complete line 1 if any entity is listed in Parts II, III or IV

1

During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

a

Receipt of (i) interest (ii) annuities (iii) royalties (iv) rent from a controlled entity

b

Gift, grant, or capital contribution to related organization(s)

c

Gift, grant, or capital contribution from related organization(s)

d

Loans or loan guarantees to or for related organization(s)

e

Loans or loan guarantees by related organization(s)

f

Sale of assets to related organization(s)

g

Purchase of assets from related organization(s)

h

Exchange of assets with related organization(s)

i

Lease of facilities, equipment, or other assets to related organization(s)

j

Lease of facilities, equipment, or other assets from related organization(s)

k

Performance of services or membership or fundraising solicitations for related organization(s)

l

Performance of services or membership or fundraising solicitations by related organization(s)

m

Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)

n

Sharing of paid employees with related organization(s)

o

Reimbursement paid to related organization(s) for expenses

p

Reimbursement paid by related organization(s) for expenses

q

Other transfer of cash or property to related organization(s)

r

Other transfer of cash or property from related organization(s)

1a

No

1b

No

1c

No

1d

No

1e

No

1f

No

1g

No

1h

No

1i

No

1j

No

1k

Yes

1l

No

1m

No

1n

Yes

1o

No

1p

Yes

1q

No

1r

No

2

If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds

(a) Name of other organization	(b) Transaction type(a-r)	(c) Amount involved	(d) Method of determining amount involved
(1) Not applicable	o		not applicable
(2)			
(3)			
(4)			
(5)			
(6)			

Schedule R (Form 990) 2011

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

[illegible]

**Part VII**

**Supplemental Information**

Complete this part to provide additional information for responses to questions on Schedule R (see instructions)

Identifier	Return Reference	Explanation	
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Additional Data

Software ID: 11000218

Software Version: 2011.0.0

EIN: 13-1623965

Name: College Entrance Examination Board

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(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			
Arlene C Ackerman Trustee	2 00	X						0	0	0
Frank B Ashley III Trustee	2 00	X						0	0	0
Gail Berson Trustee	2 00	X						0	0	0
Youlonda Copeland-Morgan Trustee	2 00	X						0	0	0
Shun Fang Chang Trustee	2 00	X						0	0	0
Douglas L Christiansen Trustee	2 00	X						2,000	0	0
Jonathan M Chu Trustee	2 00	X						0	0	0
Belinda W Chung Trustee	2 00	X						0	0	0
Karen Francis-Begay Trustee	2 00	X						0	0	0
Carlos Garcia Trustee	2 00	X						0	0	0
Willie J Gilchrist Trustee	2 00	X						0	0	0
Barbara A Gill Trustee	2 00	X						0	0	0
Terry Grier Trustee	2 00	X						0	0	0
Catharine B Hill Trustee	2 00	X						0	0	0
Pamela T Horne Trustee	2 00	X						0	0	0
Maghan Keita Trustee	2 00	X						0	0	0
Mildred R Johnson Trustee	2 00	X						0	0	0
Luis Martinez-Fernandez Trustee	2 00	X						0	0	0
Patricia McWade Trustee	2 00	X						0	0	0
Gary D Meunier Trustee	2 00	X						0	0	0
Adrian Mims Trustee	2 00	X						0	0	0
Janina Montero Trustee	2 00	X						0	0	0
Mary B Nucciarone Trustee	2 00	X						0	0	0
Daniel J Rodas Trustee	2 00	X						0	0	0
Paul W Sechrist Trustee	2 00	X						0	0	0

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		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Michael M Shackleford Trustee	2 00	X						0	0	0
Gordon E Stanley Trustee	2 00	X						0	0	0
John A Tucker Trustee	2 00	X						0	0	0
Paul G Weaver Trustee	2 00	X						0	0	0
Arthur L Williams Trustee	2 00	X						0	0	0
Laurence Bunin SVP, College Connection Success	40 00			X				303,796	0	33,718
Wayne Camara VP, Research Development	40 00			X				336,073	0	37,505
Eric Cantor SVP, Regional Accounts	40 00			X				290,357	0	35,931
Gaston Caperton President	40 00	X		X				1,432,579	0	54,645
Diane Duggan SVP, CIO	40 00			X				441,612	0	42,642
Herbert Elish SVP, COO	40 00			X				572,779	0	44,343
Thomas Higgins SVP, Finance/CFO	40 00			X				469,837	0	55,800
Peter Kauffman VP, Communications	40 00			X				288,010	0	45,813
Andrea Mainelli SVP, Regional Accounts	40 00			X				374,726	0	50,798
Neil Lane SVP, General Counsel	40 00			X				404,138	0	53,798
Peter Negroni SVP, Relationship Development	40 00			X				426,668	0	39,704
Tom Rudin SVP, Government Relations	40 00			X				340,761	0	55,545
Mary C Scott VP, Membership	40 00			X				214,368	0	39,370
Dorothy Sexton VP, Secretary	40 00			X				228,460	0	41,278
Steven Titan VP, Treasurer	40 00			X				306,837	0	54,295
Juliet Weissman VP, Organizational Effectiveness	40 00			X				235,651	0	57,411
Trevor Packer SVP, AP Programs	40 00			X				329,387	0	37,866
Robert Alig VP, MSRO	40 00					X		356,397	0	43,785
Hal Higginbotham SVP	40 00					X		415,300	0	46,331
Stephen Meyer VP, Office of Strategy Management	40 00					X		336,547	0	50,215

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		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Pam Nelson VP, Springboard	40 00					X		345,752	0	38,701
Jim Strande VP, Digital Assessment Planning	40 00					X		340,888	0	49,645
Kathryn Juric VP, Consumer Assess Programs	40 00				X			211,823	0	37,522
Mabel G Freeman Trustee	2 00	X						0	0	0
Ana M Guzman Trustee	2 00	X						0	0	0
Michael R Heintze Trustee	2 00	X						0	0	0
Lloyd G Jackson Trustee	2 00	X						0	0	0
Scott C Kelley Trustee	2 00	X						0	0	0
Shirley A Ort Trustee	2 00	X						0	0	0
Peggy O'Neill Skinner Trustee	2 00	X						0	0	0
Patricia Z Smith Trustee	2 00	X						0	0	0