

# NOTICE

GuideStar has been informed by the IRS of processing errors on IRS Forms 990 filed electronically between January 1, 2009, and December 3, 2010, for form year 2008. These processing errors resulted in inaccurate data appearing on the scanned images of the affected returns that are posted on GuideStar and do not reflect the information filed with the IRS.

These errors include:

- Part III, line 1, organization's mission description—may not reflect what was originally submitted by the nonprofit organization.
- Part VIII, line 8a, gross income for special events—values may have been transposed.
- Part IX, line 7c, other salaries and wages, management and general expenses—may show a blank where a value was originally reported.
- Schedule D, Part V, line 3a(ii), endowment funds and possession by related organizations—checkbox values may have been transposed.

GuideStar is working with the IRS to obtain a corrected copy of its form year 2008 Form 990. GuideStar will replace this Form 990 if, and when, the accurate return is made available from the IRS.

For more information, please visit <http://www2.guidestar.org/rxg/help/form-year-2008-returns.aspx>



Form **990**  
 Department of the Treasury  
 Internal Revenue Service

**Return of Organization Exempt From Income Tax**

**Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)**

OMB No 1545-0047

**2008**

**Open to Public Inspection**

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

**A For the 2008 calendar year, or tax year beginning 07-01-2008 and ending 06-30-2009**

- B** Check if applicable:  
 Address change  
 Name change  
 Initial return  
 Termination  
 Amended return  
 Application pending

**Please use IRS label or print or type. See Specific Instructions.**

**C** Name of organization  
 COLLEGE ENTRANCE EXAMINATION BOARD  
 Doing Business As  
 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

**D** Employer identification number  
 13-1623965  
**E** Telephone number  
 (212) 713-8000  
**G** Gross receipts \$ 782,026,302

**F** Name and address of Principal Officer  
 THOMAS HIGGINS  
 45 COLUMBUS AVENUE  
 NEW YORK, NY 10023

**H(a)** Is this a group return for affiliates?  Yes  No

**H(b)** Are all affiliates included?  Yes  No  
 (If "No," attach a list See instructions )

**H(c)** Group Exemption Number ▶

**I** Tax-exempt status  501(c) ( 3 ) (insert no )  4947(a)(1) or  527

**J** Web site: ▶ WWW.COLLEGEBOARD.ORG

**K** Type of organization  Corporation  trust  association  other ▶

**L** Year of Formation 1900 **M** State of legal domicile NY

**Part I Summary**

<b>Activities &amp; Governance</b>	<b>1</b>	Briefly describe the organization's mission or most significant activities The College Board's mission is to connect students to college success and opportunity. We are a not-for-profit membership organization committed to excellence and equity in education.		
	<b>2</b>	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its assets		
	<b>3</b>	Number of voting members of the governing body (Part VI, line 1a)	<b>3</b>	31
	<b>4</b>	Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b>	30
	<b>5</b>	Total number of employees (Part V, line 2a)	<b>5</b>	1,368
	<b>6</b>	Total number of volunteers (estimate if necessary)	<b>6</b>	425
	<b>7a</b>	Total gross unrelated business revenue from Part VIII, line 12, column (C)	<b>7a</b>	0
	<b>b</b> Net unrelated business taxable income from Form 990-T, line 34	<b>7b</b>		
<b>Revenue</b>	<b>8</b>	Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	<b>9</b>	Program service revenue (Part VIII, line 2g)	16,727,570	16,285,742
	<b>10</b>	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	591,220,238	614,865,098
	<b>11</b>	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	13,094,549	-8,111,538
	<b>12</b>	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	621,042,351	623,039,302
<b>Expenses</b>	<b>13</b>	Grants and similar amounts paid (Part IX, column (A), lines 1–3)		0
	<b>14</b>	Benefits paid to or for members (Part IX, column (A), line 4)		0
	<b>15</b>	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	126,414,862	144,720,252
	<b>16a</b>	Professional fundraising fees (Part IX, column (A), line 11e)		0
	<b>b</b>	(Total fundraising expenses, Part IX, column (D), line 25 <u>1,397,700</u> )		
	<b>17</b>	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24f)	455,499,641	424,973,283
<b>18</b>	Total expenses—add lines 13–17 (must equal Part IX, line 25, column (A))	581,914,503	569,693,535	
<b>19</b>	Revenue less expenses Subtract line 18 from line 12	39,127,848	53,345,767	
<b>Net Assets or Fund Balances</b>	<b>20</b>	Total assets (Part X, line 16)	Beginning of Year	End of Year
	<b>21</b>	Total liabilities (Part X, line 26)	577,406,688	551,186,670
	<b>22</b>	Net assets or fund balances Subtract line 21 from line 20	141,148,522	141,254,000
		436,258,166	409,932,670	

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Signature of officer: \_\_\_\_\_ Date: 2010-04-12  
 THOMAS M HIGGINS CFO  
 Type or print name and title

**Paid Preparer's Use Only**

Preparer's signature: Travis L Patton Date: \_\_\_\_\_ Check if self-employed   
 Preparer's PTIN (See Gen Inst )  
 Firm's name (or yours if self-employed), address, and ZIP + 4: PricewaterhouseCoopers LLP  
 1301 K Street NW Suite 800W  
 Washington, DC 20005  
 EIN: \_\_\_\_\_ Phone no: (202) 414-1000

May the IRS discuss this return with the preparer shown above? (See instructions)  Yes  No

**Part III Statement of Program Service Accomplishments** (See the instructions.)**1** Briefly describe the organization's mission

The College Board's mission is to connect students to college success and opportunity. We are a not-for-profit membership organization committed to excellence and equity in education.

**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 exempt purpose achievements for each of the organization's three largest program services by expenses. Section 501(c)(3) and (4) organizations and 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 \$ 232,217,178 including grants of \$ ) (Revenue \$ 314,463,000 )  
College ReadinessSee Attachment A, "Organization's Primary Exempt Purpose" in the Federal Supplemental Information section, for details of the achievements

**4b** (Code ) (Expenses \$ 187,898,757 including grants of \$ ) (Revenue \$ 204,556,000 )  
SAT and OPERATIONSSee Attachment A, "Organization's Primary Exempt Purpose" in the Federal Supplemental Information section, for details of the achievements

**4c** (Code ) (Expenses \$ 28,407,516 including grants of \$ ) (Revenue \$ 60,135,000 )  
ENROLLMENT SERVICESSee Attachment A, "Organization's Primary Exempt Purpose" in the Federal Supplemental Information section, for details of the achievements

**4d** Other program services (Describe in Schedule O )  
(Expenses \$ 34,873,171 including grants of \$ ) (Revenue \$ 27,599,560 )

**4e** Total program service expenses \$ 483,396,622 *Must equal Part IX, Line 25, column (B).*

**Part IV Checklist of Required Schedules**

	Yes	No
<b>1</b> 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>	Yes	
<b>2</b> Is the organization required to complete Schedule B, Schedule of Contributors?	Yes	
<b>3</b> 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>		No
<b>4</b> Section 501(c)(3) organizations Did the organization engage in lobbying activities? <i>If "Yes," complete Schedule C, Part II.</i>	Yes	
<b>5</b> Section 501(c)(4), 501(c)(5), and 501(c)(6) organizations Is the organization subject to the section 6033(e) notice and reporting requirement and proxy tax? <i>If "Yes," complete Schedule C, Part III.</i>		No
<b>6</b> Did the organization maintain any donor advised funds or any accounts where 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>		No
<b>7</b> 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>		No
<b>8</b> Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III.</i>		No
<b>9</b> 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>		No
<b>10</b> Did the organization hold assets in term, permanent, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V.</i>		No
<b>11</b> Did the organization report an amount in Part X, lines 10, 12, 13, 15, or 25? <i>If "Yes," complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.</i>	Yes	
<b>12</b> Did the organization receive an audited financial statement for the year for which it is completing this return that was prepared in accordance with GAAP? <i>If "Yes," complete Schedule D, Parts XI, XII, and XIII.</i>	Yes	
<b>13</b> Is the organization a school as described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E.</i>		No
<b>14a</b> Did the organization maintain an office, employees, or agents outside of the U.S.?	Yes	
<b>b</b> Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, and program service activities outside the U.S.? <i>If "Yes," complete Schedule F, Part I.</i>	Yes	
<b>15</b> 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 United States? <i>If "Yes," complete Schedule F, Part II.</i>		No
<b>16</b> 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 United States? <i>If "Yes," complete Schedule F, Part III.</i>		No
<b>17</b> Did the organization report more than \$15,000 on Part IX, column (A), line 11e? <i>If "Yes," complete Schedule G, Part I.</i>		No
<b>18</b> Did the organization report more than \$15,000 total on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II.</i>		No
<b>19</b> Did the organization report more than \$15,000 on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III.</i>		No
<b>20</b> Did the organization operate one or more hospitals? <i>If "Yes," complete Schedule H.</i>		No
<b>21</b> Did the organization report more than \$5,000 on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II.</i>		No
<b>22</b> Did the organization report more than \$5,000 on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III.</i>		No
<b>23</b> Did the organization answer "Yes" to Part VII, Section A, questions 3, 4, or 5? <i>If "Yes," complete Schedule J.</i>	Yes	
<b>24a</b> 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 question 25.</i>		No
<b>b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		No
<b>c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		No
<b>d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		No
<b>25a</b> Section 501(c)(3) and 501(c)(4) organizations 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>		No
<b>b</b> Did the organization become aware that it had engaged in an excess benefit transaction with a disqualified person from a prior year? <i>If "Yes," complete Schedule L, Part I.</i>		No
<b>26</b> 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>	Yes	
<b>27</b> Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, or substantial contributor, or to a person related to such an individual? <i>If "Yes," complete Schedule L, Part III.</i>		No

**Part IV Checklist of Required Schedules** *(Continued)*

		Yes	No
<b>28</b>	During the tax year, did any person who is a current or former officer, director, trustee, or key employee		
<b>a</b>	Have a direct business relationship with the organization (other than as an officer, director, trustee, or employee), or an indirect business relationship through ownership of more than 35% in another entity (individually or collectively with other person(s) listed in Part VII, Section A)? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .		No
<b>b</b>	Have a family member who had a direct or indirect business relationship with the organization? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .		No
<b>c</b>	Serve as an officer, director, trustee, key employee, partner, or member of an entity (or a shareholder of a professional corporation) doing business with the organization? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .		No
<b>29</b>	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		No
<b>30</b>	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> . . . . .		No
<b>31</b>	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> . . . . .		No
<b>32</b>	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> . . . . .		No
<b>33</b>	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations section 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> . . . . .		No
<b>34</b>	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> . . . . .	Yes	
<b>35</b>	Is any related organization a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> . . . . .	Yes	
<b>36</b>	501(c)(3) organizations Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> . . . . .		No
<b>37</b>	Did the organization conduct more than 5 percent 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> . . . . .		No

**Part V Statements Regarding Other IRS Filings and Tax Compliance**

		Yes	No
<b>1a</b>	Enter the number reported in Box 3 of Form 1096, <i>Annual Summary and Transmittal of U.S. Information Returns</i> . Enter -0- if not applicable . . . . .		
	<b>1a</b> 1,370		
<b>b</b>	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable . . . . .		
	<b>1b</b> 0		
<b>c</b>	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? . . . . .		No
<b>2a</b>	Enter the number of employees reported on Form W-3, <i>Transmittal of Wage and Tax Statements</i> filed for the calendar year ending with or within the year covered by this return . . . . .		
	<b>2a</b> 1,368		
<b>b</b>	If at least one is reported in 2a, did the organization file all required federal employment tax returns? . . . . . <b>Note:</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file this return.	Yes	
<b>3a</b>	Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return? . . . . .		No
<b>b</b>	If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O . . . . .		No
<b>4a</b>	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, securities account, or other financial account)? . . . . .	Yes	
<b>b</b>	If "Yes," enter the name of the foreign country <u>XE</u> See the instructions for exceptions and filing requirements for <b>Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts</b> .		
<b>5a</b>	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . . . . .		No
<b>b</b>	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? . . . . .		No
<b>c</b>	If "Yes," to 5a or 5b, did the organization file Form 8886-T, <i>Disclosure by Tax-Exempt Entity Regarding Prohibited Tax Shelter Transaction</i> ? . . . . .		No
<b>6a</b>	Did the organization solicit any contributions that were not tax deductible? . . . . .		No
<b>b</b>	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? . . . . .		No
<b>7</b>	<i>Organizations that may receive deductible contributions under section 170(c).</i>		
<b>a</b>	Did the organization provide goods or services in exchange for any quid pro quo contribution of \$75 or more? . . . . .		
<b>b</b>	If "Yes," did the organization notify the donor of the value of the goods or services provided? . . . . .		
<b>c</b>	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? . . . . .		
<b>d</b>	If "Yes," indicate the number of Forms 8282 filed during the year . . . . .		
	<b>7d</b>		
<b>e</b>	Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? . . . . .		
<b>f</b>	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? . . . . .		
<b>g</b>	For all contributions of qualified intellectual property, did the organization file Form 8899 as required? . . . . .		
<b>h</b>	For contributions of cars, boats, airplanes, and other vehicles, did the organization file a Form 1098-C as required? . . . . .		
<b>8</b>	<i>Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations.</i> Did the supporting organization, or a fund maintained by a sponsoring organization, have excess business holdings at any time during the year? . . . . .		No
<b>9</b>	<i>Section 501(c)(3) and other sponsoring organizations maintaining donor advised funds.</i>		
<b>a</b>	Did the organization make any taxable distributions under section 4966? . . . . .		No
<b>b</b>	Did the organization make a distribution to a donor, donor advisor, or related person? . . . . .		No
<b>10</b>	<i>Section 501(c)(7) organizations.</i> Enter		
<b>a</b>	Initiation fees and capital contributions included on Part VIII, line 12 . . . . .		
<b>b</b>	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities . . . . .		
<b>11</b>	<i>Section 501(c)(12) organizations.</i> Enter		
<b>a</b>	Gross income from members or shareholders . . . . .		
<b>b</b>	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them) . . . . .		
	<b>11a</b>		
	<b>11b</b>		
<b>12a</b>	<i>Section 4947(a)(1) non-exempt charitable trusts.</i> Is the organization filing Form 990 in lieu of Form 1041? . . . . .		No
<b>b</b>	If "Yes," enter the amount of tax-exempt interest received or accrued during the year . . . . .		
	<b>12b</b>		

**Part VI Governance, Management, and Disclosure (Sections A, B, and C request information about policies not required by the Internal Revenue Code.)**

**Section A. Governing Body and Management**

For each "Yes" response to lines 2-7 below, and for a "No" response to lines 8 or 9b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

		Yes	No
<b>1a</b>	Enter the number of voting members of the governing body . . . . .		
<b>1b</b>	Enter the number of voting members that are independent . . . . .		
<b>2</b>	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? . . . . .		No
<b>3</b>	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? . . . . .		No
<b>4</b>	Did the organization make any significant changes to its organizational documents since the prior Form 990 was filed? . . . . .		No
<b>5</b>	Did the organization become aware during the year of a material diversion of the organization's assets? . . . . .		No
<b>6</b>	Does the organization have members or stockholders? . . . . .	Yes	
<b>7a</b>	Does the organization have members, stockholders, or other persons who may elect one or more members of the governing body? . . . . .	Yes	
<b>7b</b>	Are any decisions of the governing body subject to approval by members, stockholders, or other persons? . . . . .	Yes	
<b>8</b>	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following		
<b>8a</b>	a the governing body? . . . . .	Yes	
<b>8b</b>	b each committee with authority to act on behalf of the governing body? . . . . .	Yes	
<b>9a</b>	Does the organization have local chapters, branches, or affiliates? . . . . .		No
<b>9b</b>	If "Yes," does the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with those of the organization? . . . . .		No
<b>10</b>	Was a copy of the Form 990 provided to the organization's governing body before it was filed? All organizations must describe in Schedule O the process, if any, the organization uses to review the Form 990 . . . . .	Yes	
<b>11</b>	Is there any officer, director or 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 . . . . .		No

**Section B. Policies**

		Yes	No
<b>12a</b>	Does the organization have a written conflict of interest policy? If "No", go to line 13 . . . . .	Yes	
<b>12b</b>	a Are officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts? . . . . .	Yes	
<b>12c</b>	c Does the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this is done . . . . .	Yes	
<b>13</b>	Does the organization have a written whistleblower policy? . . . . .	Yes	
<b>14</b>	Does the organization have a written document retention and destruction policy? . . . . .	Yes	
<b>15</b>	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		
<b>15a</b>	a The organization's CEO, Executive Director, or top management official? . . . . .	Yes	
<b>15b</b>	b Other officers or key employees of the organization? . . . . . Describe the process in Schedule O	Yes	
<b>16a</b>	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? . . . . .		No
<b>16b</b>	b If "Yes," has the organization adopted a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable Federal tax law, and taken steps to safeguard the organization's exempt status with respect to such arrangements? . . . . .		No

**Section C. Disclosure**

- 17** List the States with which a copy of this Form 990 is required to be filed 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 make these available. Check all that apply.  
 own website  another's website  upon request
- 19** Describe in Schedule O whether (and if so, how), the organization makes 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  
 THOMAS M HIGGINS CFO  
 45 COLUMBUS AVENUE  
 NY, NY 100236992  
 (212) 713-8000





**Part VIII Statement of Revenue**

			(A) Total Revenue	(B) Related or Exempt Function Revenue	(C) Unrelated Business Revenue	(D) Revenue Excluded from Tax under IRC 512, 513, or 514	
<b>Contributions, gifts, grants and other similar amounts</b>	<b>1a</b>	Federated campaigns . . . <b>1a</b> _____					
	<b>b</b>	Membership dues . . . . . <b>1b</b> _____					
	<b>c</b>	Fundraising events . . . . . <b>1c</b> _____					
	<b>d</b>	Related organizations . . . <b>1d</b> _____					
	<b>e</b>	Government grants (contributions) <b>1e</b> 3,785,414					
	<b>f</b>	All other contributions, gifts, grants, and similar amounts not included above <b>1f</b> 12,500,328					
	<b>g</b>	Noncash contributions included in lines 1a-1f \$ _____ <b>1g</b>					
	<b>h</b>	<b>Total (Add lines 1a-1f)</b> . . . . . <b>1h</b> 16,285,742					
<b>Program Service Revenue</b>	<b>2a</b>	SAT AND RELATED PROGRAMS <b>2a</b> Business Code _____	204,556,000	204,556,000			
	<b>b</b>	OTHER <b>2b</b> _____	35,711,098	35,711,098			
	<b>c</b>	ENROLLMENT <b>2c</b> _____	60,135,000	60,135,000			
	<b>d</b>	COLLEGE READINESS <b>2d</b> _____	314,463,000	314,463,000			
	<b>e</b>	_____ <b>2e</b>					
	<b>f</b>	All other program service revenue <b>2f</b> _____					
	<b>g</b>	<b>Total. Add lines 2a-2f</b> . . . . . <b>2g</b> \$ 614,865,098					
<b>Other Revenue</b>	<b>3</b>	Investment income (including dividends, interest other similar amounts) . . . . . <b>3</b>	3,204,528			3,204,528	
	<b>4</b>	Income from investment of tax-exempt bond proceeds . . . . . <b>4</b>	0				
	<b>5</b>	Royalties . . . . . <b>5</b>	0				
	<b>6a</b>	<b>6a</b>	(i) Real				
			(ii) Personal				
			Gross Rents				
			Less rental expenses				
	<b>b</b>	Rental income or (loss)					
	<b>c</b>	Net rental income or (loss) . . . . . <b>6c</b>	0				
	<b>7a</b>	<b>7a</b>	(i) Securities	147,670,934			
			(ii) Other				
			Gross amount from sales of assets other than inventory				
			Less cost or other basis and sales expenses	158,987,000			
	<b>b</b>	Gain or (loss)	-11,316,066				
<b>c</b>	Net gain or (loss) . . . . . <b>7c</b>	-11,316,066			-11,316,066		
<b>8a</b>	<b>8a</b>	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c) See Part IV, line 18 Attach Schedule G if total exceeds \$15,000 . . . . . <b>8a</b>					
		Less direct expenses . . . . . <b>8b</b>					
		Net income or (loss) from fundraising events . . . . . <b>8c</b>	0				
<b>9a</b>	<b>9a</b>	Gross income from gaming activities See part IV, line 19 Complete Schedule G if total exceeds \$15,000 . . . . . <b>9a</b>					
		Less direct expenses . . . . . <b>9b</b>					
		Net income or (loss) from gaming activities . . . . . <b>9c</b>	0				
<b>10a</b>	<b>10a</b>	Gross sales of inventory, less returns and allowances . . . . . <b>10a</b>					
		Less cost of goods sold . . . . . <b>10b</b>					
		Net income or (loss) from sales of inventory . . . . . <b>10c</b>	0				
<b>11a</b>	<b>11a</b>	Miscellaneous Revenue <b>11a</b> Business Code _____					
		_____ <b>11b</b>					
		_____ <b>11c</b>					
		All other revenue _____ <b>11d</b>					
		<b>Total. Add lines 11a-11d</b> . . . . . <b>11e</b> \$ 0					
<b>12</b>	<b>Total Revenue.</b> Add lines 1h, 2g, 3, 4, 5, 6d, 7d, 8c, 9c, 10c, and 11e . . . . . <b>12</b>	623,039,302	614,865,098		-8,111,538		

**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).**

<b>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</b>		<b>(A)</b> Total expenses	<b>(B)</b> Program service expenses	<b>(C)</b> Management and general expenses	<b>(D)</b> Fundraising expenses
<b>1</b>	Grants and other assistance to governments and organizations in the U S See Part IV, line 21	0			
<b>2</b>	Grants and other assistance to individuals in the U S See Part IV, line 22	0			
<b>3</b>	Grants and other assistance to governments, organizations and individuals outside the U S See Part IV, lines 15 and 16	0			
<b>4</b>	Benefits paid to or for members	0			
<b>5</b>	Compensation of current officers, directors, trustees, and key employees . . . . .	7,473,133	2,047,978	5,425,155	
<b>6</b>	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .	0			
<b>7</b>	Other salaries and wages	103,019,833	66,532,640		855,000
<b>8</b>	Pension plan contributions (include section 401(k) and section 403(b) employer contributions) . . . . .	13,978,366	9,027,559	4,832,086	118,721
<b>9</b>	Other employee benefits . . . . .	11,533,615	7,448,681	3,986,976	97,958
<b>10</b>	Payroll taxes . . . . .	8,715,305	5,628,550	3,012,734	74,021
<b>11</b>	Fees for services (non-employees)				
<b>a</b>	Management . . . . .	0			
<b>b</b>	Legal . . . . .	2,206,000	1,482,000	724,000	
<b>c</b>	Accounting . . . . .	607,000		607,000	
<b>d</b>	Lobbying . . . . .	849,281		849,281	
<b>e</b>	Professional fundraising See Part IV, line 17 . . . . .	0			
<b>f</b>	Investment management fees . . . . .	356,199		356,199	
<b>g</b>	Other . . . . .	308,549,552	303,139,833	5,240,719	169,000
<b>12</b>	Advertising and promotion . . . . .	2,691,278	2,691,278		
<b>13</b>	Office expenses . . . . .	7,975,972	3,476,634	4,490,338	9,000
<b>14</b>	Information technology . . . . .	9,383,000	3,546,000	5,837,000	
<b>15</b>	Royalties . . . . .	0			
<b>16</b>	Occupancy . . . . .	10,942,000	7,066,602	3,875,398	
<b>17</b>	Travel . . . . .	12,943,000	10,402,000	2,470,000	71,000
<b>18</b>	Payments of travel or entertainment expenses for any Federal, state or local public officials . . . . .	0			
<b>19</b>	Conferences, conventions and meetings . . . . .	9,133,000	6,957,000	2,173,000	3,000
<b>20</b>	Interest . . . . .	0			
<b>21</b>	Payments to affiliates . . . . .	0			
<b>22</b>	Depreciation, depletion, and amortization . . . . .	9,866,503	7,369,396	2,497,107	
<b>23</b>	Insurance . . . . .	1,236,027		1,236,027	
<b>24</b>	Other expenses—Itemize expenses not covered above (Expenses grouped together and labeled miscellaneous may not exceed 5% of total expenses shown on line 25 below )				
<b>a</b>	RESEARCH/DEVELOPMENT PROJECTS	7,066,000	7,066,000		
<b>b</b>	PUBLICATIONS DISTRIBUTION	3,732,000	3,713,000	19,000	
<b>c</b>	Printing and Publications	9,105,000	9,017,000	88,000	
<b>d</b>	MARKETING EXPENSE	4,012,722	2,791,722	1,221,000	
<b>e</b>	EXAM DEVELOPMENT & PROGRAM OP	23,374,749	23,285,749	89,000	
<b>f</b>	All other expenses	944,000	707,000	237,000	
<b>25</b>	<b>Total functional expenses.</b> Add lines 1 through 24f	569,693,535	483,396,622	84,899,213	1,397,700
<b>26</b>	<b>Joint Costs.</b> Check <input type="checkbox"/> if following SOP 98-2 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
<b>Assets</b>	<b>1</b> Cash—non-interest-bearing . . . . .	13,343,458	<b>1</b>	15,771,044
	<b>2</b> Savings and temporary cash investments . . . . .	62,256,542	<b>2</b>	166,547,946
	<b>3</b> Pledges and grants receivable, net . . . . .	18,812,875	<b>3</b>	11,323,000
	<b>4</b> Accounts receivable, net . . . . .	86,328,000	<b>4</b>	88,551,000
	<b>5</b> Receivables from current and former officers, directors, trustees, key employees or other related parties <i>Complete Part II of Schedule L</i> . . . . .	28,668	<b>5</b>	1,646
	<b>6</b> Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) <i>Complete Part II of Schedule L</i> . . . . .		<b>6</b>	0
	<b>7</b> Notes and loans receivable, net . . . . .	31,341,855	<b>7</b>	41,882,000
	<b>8</b> Inventories for sale or use . . . . .		<b>8</b>	0
	<b>9</b> Prepaid expenses and deferred charges . . . . .	7,780,833	<b>9</b>	5,517,889
	<b>10a</b> Land, buildings, and equipment cost basis			
		<b>10a</b> 79,863,668		
	<b>b</b> Less accumulated depreciation <i>Complete Part VI of Schedule D</i> . . . . .	<b>10b</b> 27,937,557	38,553,808	<b>10c</b> 51,926,111
	<b>11</b> Investments—publicly traded securities . . . . .	235,628,000	<b>11</b>	116,786,000
	<b>12</b> Investments—other securities See Part IV, line 11 <i>Complete Part VII of Schedule D</i> . . . . .	82,017,000	<b>12</b>	51,591,000
	<b>13</b> Investments—program-related See Part IV, line 11 <i>Complete Part VIII of Schedule D</i> . . . . .		<b>13</b>	0
	<b>14</b> Intangible assets . . . . .		<b>14</b>	0
<b>15</b> Other assets See Part IV, line 11 <i>Complete Part IX of Schedule D</i> . . . . .	1,315,649	<b>15</b>	1,289,034	
<b>16 Total assets. Add lines 1 through 15 (must equal line 34)</b>	577,406,688	<b>16</b>	551,186,670	
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses . . . . .	105,541,000	<b>17</b>	103,727,000
	<b>18</b> Grants payable . . . . .		<b>18</b>	
	<b>19</b> Deferred revenue . . . . .	23,800,933	<b>19</b>	24,317,000
	<b>20</b> Tax-exempt bond liabilities . . . . .		<b>20</b>	
	<b>21</b> Escrow account liability <i>Complete Part IV of Schedule D</i> . . . . .		<b>21</b>	
	<b>22</b> Payable to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons <i>Complete Part II of Schedule L</i> . . . . .		<b>22</b>	
	<b>23</b> Secured mortgages and notes payable to unrelated third parties . . . . .		<b>23</b>	
	<b>24</b> Unsecured notes and loans payable . . . . .		<b>24</b>	
	<b>25</b> Other liabilities <i>Complete Part X of Schedule D</i> . . . . .	11,806,589	<b>25</b>	13,210,000
	<b>26 Total liabilities. Add lines 17 through 25</b>	141,148,522	<b>26</b>	141,254,000
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow SFAS 117, check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27 through 29, and lines 33 and 34.</b>			
	<b>27</b> Unrestricted net assets . . . . .	404,526,728	<b>27</b>	388,636,670
	<b>28</b> Temporarily restricted net assets . . . . .	31,731,438	<b>28</b>	21,296,000
	<b>29</b> Permanently restricted net assets . . . . .		<b>29</b>	
	<b>Organizations that do not follow SFAS 117, check here</b> <input type="checkbox"/> <b>and complete lines 30 through 34.</b>			
	<b>30</b> Capital stock or trust principal, or current funds . . . . .		<b>30</b>	
	<b>31</b> Paid-in or capital surplus, or land, building or equipment fund . . . . .		<b>31</b>	
	<b>32</b> Retained earnings, endowment, accumulated income, or other funds . . . . .		<b>32</b>	
<b>33</b> Total net assets or fund balances . . . . .	436,258,166	<b>33</b>	409,932,670	
<b>34</b> Total liabilities and net assets/fund balances . . . . .	577,406,688	<b>34</b>	551,186,670	

**Part XI Financial Statements and Reporting**

		Yes	No
<b>1</b>	Accounting method used to prepare the Form 990 <input type="checkbox"/> cash <input checked="" type="checkbox"/> accrual <input type="checkbox"/> other		
<b>2a</b>	Were the organization's financial statements compiled or reviewed by an independent accountant? . . . . .		No
<b>2b</b>	Were the organization's financial statements audited by an independent accountant? . . . . .	Yes	
<b>2c</b>	If "Yes" to lines 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? . . . . .	Yes	
<b>3a</b>	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>3b</b>	If "Yes," did the organization undergo the required audit or audits? . . . . .	Yes	

**SCHEDULE A**  
(Form 990 or 990EZ)

**Public Charity Status and Public Support**

OMB No 1545-0047

**2008**

Department of the Treasury  
Internal Revenue Service

To be completed by all section 501(c)(3) organizations and section 4947(a)(1) nonexempt charitable trusts.  
Attach to Form 990 or Form 990-EZ. See separate instructions.

**Open to Public Inspection**

**Name of the organization**  
COLLEGE ENTRANCE EXAMINATION BOARD

**Employer identification number**

13-1623965

**Part I Reason for Public Charity Status** (to be completed by all organizations) (See Instructions)

The organization is not a private foundation because it is (Please check only **one** organization )

- 1  A church, convention of churches, or association of churches described in **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)**. (Attach Schedule H )
- 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)**. (See instructions )
- 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?

	Yes	No
<b>11g(i)</b>		
<b>11g(ii)</b>		
<b>11g(iii)</b>		

- (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 organizations the organization supports

(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	
<b>Total</b>									

**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.)

**Public Support**

Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")						
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge						
<b>4 Total.</b> Add line 1-3						
<b>5</b> The portion of total contribution by each person (other than a government unit or publicly supported organization) included on line 1 that exceed 2% of the amount shown on line 11, column (f)						
<b>6 Public Support</b> subtract line 5 from line 4						

**Total Support**

Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
<b>7</b> Amounts from line 4						
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on						
<b>10</b> Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV )						
<b>11 Total Support</b> (Add lines 7 through 10)						
<b>12</b> Gross receipts from related activities, etc (See instructions )					<b>12</b>	
<b>13 First Five Years.</b> 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 <b>stop here</b>						<input type="checkbox"/>

**Computation of Public Support Percentage**

<b>14</b> Public Support Percentage for 2008 (line 6 column (f) divided by line 11 column (f))	<b>14</b>	
<b>15</b> Public Support Percentage for 2007 Schedule A, Part IV-A, line 26f	<b>15</b>	
<b>16a 33 1/3% Test - 2008.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization		<input type="checkbox"/>
<b>b 33 1/3% Test - 2007.</b> 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 <b>stop here.</b> The organization qualifies as a publicly supported organization		<input type="checkbox"/>
<b>17a 10% Facts and Circumstances Test - 2008.</b> 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 <b>stop here.</b> Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization		<input type="checkbox"/>
<b>b 10% Facts and Circumstances Test - 2007.</b> 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 <b>stop here.</b> Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization		<input type="checkbox"/>
<b>18 Private Foundation.</b> If the organization did not check the box on line 13, 16a, 16b, 17a or 17b, check this box and see instructions		<input type="checkbox"/>

**Part III Support Schedule for Organizations Described in IRC 509(a)(2)**

(Complete only if you checked the box on line 9 of Part I.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")	19,435	19,671	30,580	21,607	22,248	113,541
<b>2</b> 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	464,657	512,791	550,447	579,438	603,562	2,710,895
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513						0
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						0
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge						0
<b>6 Total</b> Add lines 1-5	484,092	532,462	581,027	601,045	625,810	2,824,436
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons						0
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of 1% of the total of lines 9, 10c, 11, and 12 for the year or \$5,000						0
<b>c</b> Total of lines 7a and 7b						
<b>8 Public Support</b> (Subtract line 7c from line 6)						2,824,436

**Total Support**

Calendar year (or fiscal year beginning in)	(a) 2004	(b) 2005	(c) 2006	(d) 2007	(e) 2008	(f) Total
<b>9</b> Amounts from line 6	484,092	532,462	581,027	601,045	625,810	2,824,436
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	3,740	5,926	7,514	5,690	2,848	25,718
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after 30 June, 1975						0
<b>c</b> Add lines 10a and 10b	3,740	5,926	7,514	5,690	2,848	25,718
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						0
<b>12</b> Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV.)	3,849	7,854	5,202	9,377	8,928	35,210
<b>13 Total Support</b> (Add lines 9, 10c, 11 and 12)						2,885,364
<b>14 First Five Years</b> 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 <b>stop here</b> <input type="checkbox"/>						

**Computation of Public Support Percentage**

<b>15</b> Public Support Percentage for 2008 (line 8 column (f) divided by line 13 column (f))	<b>15</b>	97.890 %
<b>16</b> Public Support Percentage for 2007 Schedule A, Part IV-A, line 27g	<b>16</b>	98.150 %

**Computation of Investment Income Percentage**

<b>17</b> Investment Income Percentage for 2008 (line 10c column (f) divided by line 13 column (f))	<b>17</b>	0.890 %
<b>18</b> Investment Income Percentage from 2007 Schedule A, Part IV-A, line 27h	<b>18</b>	0.930 %

- 19a 33 1/3% Tests - 2008.** 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 **stop here.** The organization qualifies as a publicly supported organization
- b 33 1/3% Tests - 2007.** 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 **stop here.** The organization qualifies as a publicly supported organization
- 20 Private Foundation** If the organization did not check a box on line 14, 19a or 19b, check this box and see instructions

**Part IV** **Supplemental Information.** Complete this part to provide the information required by Part II, line 10; Part II, line 17a or 17b, or Part III, line 12. Provide and any other additional information. (see instructions)

**Facts and Circumstances Test**

Additional Information--Schedule A, section Part III was completed in thousands. Please note that there was no impact to the resulting percentage computed.

**Additional Data**

**Software ID:**

**Software Version:**

**EIN:** 13-1623965

**Name:** COLLEGE ENTRANCE EXAMINATION BOARD

**Form 990, Part VII - Section Aaa**

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099MISC)	(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			
ZALK CONSTANCE , VP, Human Resources							X	265,368	0	34,512
YOULONDA COPELAND-MORGAN , Trustee	2 00	X						0	0	0
WAYNE CAMARA , VP, R&D	40 00			X				299,468	0	28,966
TOM RUDIN , SVP, Advocacy	40 00			X				301,568	0	41,878
THOMAS HIGGINS , SVP,FINANCE/CFO	40 00			X				410,352	0	41,878
SUSAN M RUSK , Trustee	2 00	X						1,500	0	0
STRANDE JAMES , VP, Software Engin	40 00					X		340,024	0	41,878
STEVEN TITAN , VP, TREASURER	40 00			X				290,275	0	39,167
SHIRLEY A ORT , Trustee	2 00	X						4,000	0	0
SHELDON EKLAND-OLSON , Trustee	2 00	X						0	0	0
SCOTT C KELLEY , Trustee	2 00	X						0	0	0
RODERICK GW CHU , Trustee	2 00	X						0	0	0
ROBERT WEINTRAUB , Trustee	2 00	X						0	0	0
RAYMUND A PAREDES , Trustee	2 00	X						0	0	0
PETER NEGRONI , SVP, Rel Develop	40 00			X				419,239	0	33,604
PEGGY O'NEILL SKINNER , Trustee	2 00	X						0	0	0
PAUL W SECHRIST , Trustee	2 00	X						0	0	0
PATRICIA Z SMITH , Trustee	2 00	X						0	0	0
NELSON PAMELA , VP, SpringBoard	40 00					X		308,413	0	34,494
NEIL LANE , SVP/GEN COUNSEL	40 00			X				354,741	0	41,878
MONTOYA JIM , VP, Western Region	40 00					X		296,304	0	34,514
MILDRED R JOHNSON , Trustee	2 00	X						0	0	0
MICHAEL RILEY , SVP, COLL R SYS	40 00			X				257,620	0	39,231
MICHAEL R HEINTZE , Trustee	2 00	X						3,500	0	0
MICHAEL E MALONE , Trustee	2 00	X						0	0	0
MARY C SCOTT , VP, MEMBERSHIP	40 00			X				188,763	0	29,662
MAGHAN KEITA , Trustee	2 00	X						0	0	0
MABEL G FREEMAN , Trustee	2 00	X						0	0	0
LESTER P MONTS , Trustee	2 00	X						0	0	0
LEE JONES , SVP, College R	40 00			X				363,189	0	34,514

**Form 990, Part VII - Section Aaa**

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099MISC)	(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			
LAURENCE BUNIN , SVP, SAT&OPS	40 00			X				371,344	0	34,514
JULIET WEISSMAN , VP, ORG EFFECT	40 00			X				207,470	0	39,970
JOANN WHAYSBERT , Trustee	2 00	X						0	0	0
JEROME A LUCIDO , Trustee	2 00	X						10,000	0	0
HERBERT ELISH , SVP, COO	40 00			X				484,680	0	41,878
GASTON CAPERTON , President	40 00	X		X				830,371	0	41,690
FRANK BASHLEY III , Trustee	2 00	X						0	0	0
FAILS LEROY , VP, Eastern Region	40 00					X		288,498	0	41,877
EVELYN HU-DEHART , Trustee	2 00	X						0	0	0
ERIC CANTOR , SVP, Regions	40 00			X				249,173	0	11,978
EDNA JOHNSON , SVP,Comm & Mkg	40 00			X				327,649	0	38,718
DOROTHY SEXTON , VP, SECRETARY	40 00			X				186,121	0	29,491
DONALD M HONEMAN , Trustee	2 00	X						0	0	0
DONALD A SALEH , Trustee	2 00	X						0	0	0
DIANE DUGGAN , SVP, CIO	40 00			X				0	0	0
CHRISTOPHER J STEINHAUSER , Trustee	2 00	X						0	0	0
CATHARINE B HILL , Trustee	2 00	X						0	0	0
CAROLYN V LINDLEY , Trustee	2 00	X						0	0	0
BEVERLY A RICHARDSON , Trustee	2 00	X						0	0	0
BAILEY CYNTHIA , ED, Loan Program	40 00					X		336,732	0	37,586
ARTHUR L WILLIAMS , Trustee	2 00	X						0	0	0
ANA M GUZMAN , Trustee	2 00	X						0	0	0
ALLISON G JONES , Trustee	2 00	X						0	0	0

SCHEDULE C (Form 990 or 990-EZ)

Political Campaign and Lobbying Activities

OMB No 1545-0047

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

2008

Open to Public Inspection

Department of the Treasury Internal Revenue Service

To be completed by organizations described below. Attach to Form 990 or Form 990-EZ

If the organization answered "Yes," to Form 990, Part IV, Line 3, or Form 990-EZ, Part VI, line 46 (Political Campaign Activities)

- 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)

- 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)

- 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 To be completed by all organizations exempt under section 501(c) and section 527 organizations. (See the instructions for Schedule C for details.)

- 1 Provide a description of the organization's direct and indirect political campaign activities in Part IV
2 Political expenditures \$
3 Volunteer hours

Part I-B To be completed by all organizations exempt under section 501(c)(3). (See the instructions for Schedule C for details.)

- 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 in 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 To be completed by all organizations exempt under section 501(c), except section 501(c)(3). (See the instructions for Schedule C for details.)

- 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 internal funds contributed to other organizations for section 527 exempt function activities \$
3 Total of direct and indirect exempt function expenditures Add lines 1 and 2 and enter here and on Form 1120-POL, line 17b \$
4 Did the filing organization file Form 1120-POL for this year? Yes No
5 State the names, addresses and Employer Identification Number (EIN) of all section 527 political organizations to which payments were made Enter the amount paid and indicate if the amount was paid from the filing organization's own internal funds or were political contributions received and 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

Table with 5 columns: (a) Name, (b) Address, (c) EIN, (d) Amount paid from filing organization's internal funds, (e) Amount of political contributions received and promptly and directly delivered to a separate political organization.

**Part II-A To be completed by organizations exempt under section 501(c)(3) that filed Form 5768 (election under section 501(h)).** (See the instructions for Schedule C for details.)

- A** Check  if the filing organization belongs to an affiliated group
- B** Check  if the filing organization checked box A and "limited control" provisions apply

<b>Limits on Lobbying Expenditures—</b> (The term "expenditures" means amounts paid or incurred.)	(a) Filing Organization's Totals	(b) Affiliated Group Totals
<b>1a</b> Total lobbying expenditures to influence public opinion (grass roots lobbying)		
<b>b</b> Total lobbying expenditures to influence a legislative body (direct lobbying)		
<b>c</b> Total lobbying expenditures (add lines 1a and 1b)		
<b>d</b> Other exempt purpose expenditures		
<b>e</b> Total exempt purpose expenditures (add lines 1c and 1d)		
<b>f</b> Lobbying nontaxable amount Enter the amount from the following table in both columns— <b>If the amount on line 1e, column (a) or (b) is:</b>		
Not over \$500,000	<b>The lobbying nontaxable amount is:</b> 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	
<b>g</b> Grassroots nontaxable amount (enter 25% of line 1f)		
<b>h</b> Subtract line 1g from line 1a Enter -0- if line g is more than line a		
<b>i</b> Subtract line 1f from line 1c Enter -0- if line f is more than line c		
<b>j</b> 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 1a through 1f of the instructions.)

<b>Lobbying Expenditures During 4-Year Averaging Period</b>					
Calendar year (or fiscal year beginning in)	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) Total
<b>2a</b> Lobbying non-taxable amount					
<b>b</b> Lobbying ceiling amount (150% of line 2a, column(e))					
<b>c</b> Total lobbying expenditures					
<b>d</b> Grassroots non-taxable amount					
<b>e</b> Grassroots ceiling amount (150% of line d, column (e))					
<b>f</b> Grassroots lobbying expenditures					

**Part II-B To be completed by organizations exempt under section 501(c)(3) that have NOT filed Form 5768 (election under section 501(h)).** (See the instructions for Schedule C for details.)

	(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 c through i)?	Yes		
<b>c</b> Media advertisements?		No	
<b>d</b> Mailings to members, legislators, or the public?	Yes		9,872
<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		364,081
<b>h</b> Rallies, demonstrations, seminars, conventions, speeches, lectures, or any other means?		No	
<b>i</b> Other activities If "Yes," describe in Part IV	Yes		392,401
<b>j</b> Total lines 1c through 1i			766,354
<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 To be completed by all organizations exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).** (See the instructions for Schedule C for details.)

	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 To be completed by all organizations exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) if BOTH Part III-A, questions 1 and 2 are answered "No" OR if Part III-A, question 3 is answered "Yes."** (See the instructions for Schedule C for details.)

<b>1</b> Dues, assessments and similar amounts from members	1 \$
<b>2</b> Section 162(e) non-deductible lobbying and political expenditures <i>(do not include amounts of political expenses for which the section 527(f) tax was paid).</i>	
<b>a</b> Current Year	2a \$
<b>b</b> Carryover from last year	2b \$
<b>c</b> Total	2c \$
<b>3</b> Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3 \$
<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?	4 \$
<b>5</b> Taxable amount of lobbying and political expenditures (line 2c total minus 3 and 4)	5 \$

**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
Part II-B, Line 1i	Part II-B, Line 1i - Other Activities Description	The Washington Office participates in a small amount of legislative activities through the representation of the Board's interests to state and federal policymakers. At the Federal Level, the focus is on policies that increase college readiness for all students, such as increasing academic rigor, raising standards and achievement, improving assessments, and reducing the financial burden on students of college attendance. At the state level, the issues are similar, with attention focused on relatively large states such as New York, California, Texas and Florida. Preparation includes planning and research, for the direct contacts described in line 1g.



SCHEDULE D (Form 990)

OMB No 1545-0047

Supplemental Financial Statements

2008

Open to Public Inspection

Attach to Form 990. To be completed by organizations that answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11, or 12.

Department of the Treasury Internal Revenue Service

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.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include total number at end of year, aggregate contributions, grants, and value, and questions about donor informed status.

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

Table with 2 columns: Question, Held at the End of the Year. Rows include purpose of easements, number of easements, acreage, and monitoring details.

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.

Table with 2 columns: Question, Amount. Rows include questions about reporting art and historical treasures and the amounts reported.

**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 Trust, 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 why in Part XIV and complete the following table

	Amount
<b>1c</b>	
<b>1d</b>	
<b>1e</b>	
<b>1f</b>	

**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
<b>1a</b> Beginning of year balance . . . . .					
<b>b</b> Contributions . . . . .					
<b>c</b> Investment earnings or losses . . . . .					
<b>d</b> Grants or scholarships . . . . .					
<b>e</b> Other expenditures for facilities and programs . . . . .					
<b>f</b> Administrative expenses . . . . .					
<b>g</b> End of year balance . . . . .					

**2** Provide the estimated percentage of the year end balance held as

- a** Board designated or quasi-endowment
- b** Permanent endowment
- c** Term endowment

**3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by

	Yes	No
<b>(i)</b> unrelated organizations . . . . .	<b>3a(i)</b>	
<b>(ii)</b> related organizations . . . . .	<b>3a(ii)</b>	
<b>b</b> If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R? . . . . .	<b>3b</b>	

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

**Part VI Investments—Land, Buildings, and Equipment.** See Form 990, Part X, line 10.

Description of investment	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Depreciation	(d) Book value
<b>1a</b> Land . . . . .				
<b>b</b> Buildings . . . . .		20,092,834	10,763,719	9,329,115
<b>c</b> Leasehold improvements . . . . .		8,033,204	1,113,572	6,919,632
<b>d</b> Equipment . . . . .		41,799,973	10,790,999	31,008,974
<b>e</b> Other . . . . .		9,937,657	5,269,267	4,668,390
<b>Total.</b> Add lines 1a-1e (Column (d) should equal Form 990, Part X, column (B), line 10(c).)				51,926,111



**Part XI Reconciliation of Change in Net Assets from Form 990 to Financial Statements**

<b>1</b>	Total revenue (Form 990, Part VIII, column (A), line 12)	<b>1</b>	623,039,302
<b>2</b>	Total expenses (Form 990, Part IX, column (A), line 25)	<b>2</b>	569,693,535
<b>3</b>	Excess or (deficit) for the year Subtract line 2 from line 1	<b>3</b>	53,345,767
<b>4</b>	Net unrealized gains (losses) on investments	<b>4</b>	-68,478,263
<b>5</b>	Donated services and use of facilities	<b>5</b>	
<b>6</b>	Investment expenses	<b>6</b>	
<b>7</b>	Prior period adjustments	<b>7</b>	
<b>8</b>	Other (Describe in Part XIV)	<b>8</b>	-11,193,000
<b>9</b>	Total adjustments (net) Add lines 4 - 8	<b>9</b>	-79,671,263
<b>10</b>	Excess or (deficit) for the year per financial statements Combine lines 3 and 9	<b>10</b>	-26,325,496

**Part XII Reconciliation of Revenue per Audited Financial Statements With Revenue per Return**

<b>1</b>	Total revenue, gains, and other support per audited financial statements	<b>1</b>	553,596,000
<b>2</b>	Amounts included on line 1 but not on Form 990, Part VIII, line 12		
<b>a</b>	Net unrealized gains on investments	<b>2a</b>	-68,478,263
<b>b</b>	Donated services and use of facilities	<b>2b</b>	
<b>c</b>	Recoveries of prior year grants	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIV)	<b>2d</b>	-608,840
<b>e</b>	Add lines <b>2a</b> through <b>2d</b>	<b>2e</b>	-69,087,103
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b>	<b>3</b>	622,683,103
<b>4</b>	Amounts included on Form 990, Part VIII, line 12, but not on line 1		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b	<b>4a</b>	356,199
<b>b</b>	Other (Describe in Part XIV)	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b>	<b>4c</b>	356,199
<b>5</b>	Total Revenue Add lines <b>3</b> and <b>4c</b> . (This should equal Form 990, Part I, line 12)	<b>5</b>	623,039,302

**Part XIII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return**

<b>1</b>	Total expenses and losses per audited financial statements	<b>1</b>	574,296,000
<b>2</b>	Amounts included on line 1 but not on Form 990, Part IX, line 25		
<b>a</b>	Donated services and use of facilities	<b>2a</b>	
<b>b</b>	Prior year adjustments	<b>2b</b>	
<b>c</b>	Losses reported on Form 990, Part IX, line 25	<b>2c</b>	
<b>d</b>	Other (Describe in Part XIV)	<b>2d</b>	4,958,664
<b>e</b>	Add lines <b>2a</b> through <b>2d</b>	<b>2e</b>	4,958,664
<b>3</b>	Subtract line <b>2e</b> from line <b>1</b>	<b>3</b>	569,337,336
<b>4</b>	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
<b>a</b>	Investment expenses not included on Form 990, Part VIII, line 7b	<b>4a</b>	356,199
<b>b</b>	Other (Describe in Part XIV)	<b>4b</b>	
<b>c</b>	Add lines <b>4a</b> and <b>4b</b>	<b>4c</b>	356,199
<b>5</b>	Total expenses Add lines <b>3</b> and <b>4c</b> . (This should equal Form 990, Part I, line 18)	<b>5</b>	569,693,535

**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 XIV, 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

Identifier	Return Reference	Explanation
Part XIII, Line 2d	Part XIII, Line 2d Other expenses and losses per audited F/S	INTANGIBLE ASSET AMORTIZATION \$40503 CHANGE IN POSTRETIREMENT BENEFITS \$758000 AFFILIATES \$4160161
Part XI, Line 8	Part XI, Line 8 Other Changes in Net Assets or Fund Balances	NET CHANGE IN TEMP REST G&C \$ -10435000 CHANGE IN POST RETIREMENT \$ -758000

**SCHEDULE F  
(Form 990)**

**Statement of Activities Outside the United States**

OMB No 1545-0047

**2008**

**Open to Public  
Inspection**

**▶ Attach to Form 990. Complete if the organization answered "Yes" to Form 990, Part IV, line 14b.**

Department of the Treasury  
Internal Revenue Service

Name of the organization  
COLLEGE ENTRANCE EXAMINATION BOARD

**Employer identification number**  
13-1623965

**Part I General Information on Activities Outside the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 14b.

- 1 For grantmakers.** 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 For grantmakers.** Describe in Part IV the organization's procedures for monitoring the use of grant funds outside the United States
- 3** Activities per Region (Use Schedule F-1 (Form 990) if additional space is needed )

(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 in region
Sub-Saharan Africa	0	1	Program Services	Testing Administration and Support	0
Sub-Saharan Africa	0	0	Program Services	Workshops and Conferences	0
South Asia	0	1	Program Services	Testing Administration and Support	0
South America	0	1	Program Services	Testing Administration and Support	0
South America	0	0	Program Services	Workshops and Conferences	0
Russia and the Newly Independent States	0	2	Program Services	Testing Administration and Support	0
North America	0	4	Program Services	Product Outreach	0
North America	0	3	Program Services	Test Administration and Support	0
North America	0	0	Program Services	Workshops	0
Middle East and North Africa	0	3	Program Services	Workshops and Conferences	0
Middle East and North Africa	0	1	Program Services	Testing Administration and Support	0
Europe	0	2	Program Services	Testing Administration and Support	0
Europe	0	0	Program Services	Workshops and Conferences	0
East Asia and the Pacific	0	7	Program Services	Testing Administration and Support	0
East Asia and the Pacific	0	0	Program Services	Workshops and Conferences	0
Central America and the Caribbean	0	1	Program Services	Testing Administration and Support	0
Central America and the Caribbean	0	0	Program Services	Workshops and Conferences	0
<b>Totals . . . . . ▶</b>	0	26			0







**Software ID:** 08000091  
**Software Version:** 2008v2.7  
**EIN:** 13-1623965  
**Name:** COLLEGE ENTRANCE EXAMINATION BOARD

**Form 990 Schedule F Part II - Grants and Other Assistance to Organizations or Entities Outside The United States**

(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
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**Schedule J**  
(Form 990)

**Compensation Information**

OMB No 1545-0047

**2008**

**Open to Public Inspection**

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

▶ Attach to Form 990. To be completed by organizations that answered "Yes" to Form 990, Part IV, line 23.

Department of the Treasury  
Internal Revenue Service

**Name of the organization**  
COLLEGE ENTRANCE EXAMINATION BOARD

**Employer identification number**  
13-1623965

**Part I Questions Regarding Compensation**

	Yes	No								
<p><b>1a</b> 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</p> <table border="0"> <tr> <td><input type="checkbox"/> First class or charter travel</td> <td><input checked="" type="checkbox"/> Housing allowance or residence for personal use</td> </tr> <tr> <td><input type="checkbox"/> Travel for companions</td> <td><input type="checkbox"/> Payments for business use of personal residence</td> </tr> <tr> <td><input type="checkbox"/> Tax idemnification and gross-up payments</td> <td><input type="checkbox"/> Health or social club dues or initiation fees</td> </tr> <tr> <td><input type="checkbox"/> Discretionary spending account</td> <td><input type="checkbox"/> Personal services (e g , maid, chauffeur, chef)</td> </tr> </table>	<input type="checkbox"/> First class or charter travel	<input checked="" type="checkbox"/> Housing allowance or residence for personal use	<input type="checkbox"/> Travel for companions	<input type="checkbox"/> Payments for business use of personal residence	<input type="checkbox"/> Tax idemnification and gross-up payments	<input type="checkbox"/> Health or social club dues or initiation fees	<input type="checkbox"/> Discretionary spending account	<input type="checkbox"/> Personal services (e g , maid, chauffeur, chef)		
<input type="checkbox"/> First class or charter travel	<input checked="" type="checkbox"/> Housing allowance or residence for personal use									
<input type="checkbox"/> Travel for companions	<input type="checkbox"/> Payments for business use of personal residence									
<input type="checkbox"/> Tax idemnification and gross-up payments	<input type="checkbox"/> Health or social club dues or initiation fees									
<input type="checkbox"/> Discretionary spending account	<input type="checkbox"/> Personal services (e g , maid, chauffeur, chef)									
<p><b>b</b> If line 1a is 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</p>	Yes									
<p><b>2</b> 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?</p>	Yes									
<p><b>3</b> 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</p> <table border="0"> <tr> <td><input checked="" type="checkbox"/> Compensation committee</td> <td><input checked="" type="checkbox"/> Written employment contract</td> </tr> <tr> <td><input checked="" type="checkbox"/> Independent compensation consultant</td> <td><input checked="" type="checkbox"/> Compensation survey or study</td> </tr> <tr> <td><input checked="" type="checkbox"/> Form 990 of other organizations</td> <td><input checked="" type="checkbox"/> Approval by the board or compensation committee</td> </tr> </table>	<input checked="" type="checkbox"/> Compensation committee	<input checked="" type="checkbox"/> Written employment contract	<input checked="" type="checkbox"/> Independent compensation consultant	<input checked="" type="checkbox"/> Compensation survey or study	<input checked="" type="checkbox"/> Form 990 of other organizations	<input checked="" type="checkbox"/> Approval by the board or compensation committee				
<input checked="" type="checkbox"/> Compensation committee	<input checked="" type="checkbox"/> Written employment contract									
<input checked="" type="checkbox"/> Independent compensation consultant	<input checked="" type="checkbox"/> Compensation survey or study									
<input checked="" type="checkbox"/> Form 990 of other organizations	<input checked="" type="checkbox"/> Approval by the board or compensation committee									
<p><b>4</b> During the year, did any person listed in Form 990, Part VII, Section A, line 1a</p> <p><b>a</b> Receive a severance payment or change of control payment?</p>	Yes									
<p><b>b</b> Participate in, or receive payment from, a supplemental nonqualified retirement plan?</p>	Yes									
<p><b>c</b> Participate in, or receive payment from, an equity-based compensation arrangement? If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III</p>		No								
<p><b>501(c)(3) and 501(c)(4) organizations only must complete lines 5-8.</b></p>										
<p><b>5</b> 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</p> <p><b>a</b> The organization?</p>		No								
<p><b>b</b> Any related organization? If "Yes," to line 5a or 5b, describe in Part III</p>		No								
<p><b>6</b> 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</p> <p><b>a</b> The organization?</p>		No								
<p><b>b</b> Any related organization? If "Yes," to line 6a or 6b, describe in Part III</p>		No								
<p><b>7</b> 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</p>		No								
<p><b>8</b> 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</p>		No								

**Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use Schedule J-1 if additional space needed.

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) must equal the applicable column (D) or column (E) amounts on Form 990, Part VII, line 1a

(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				
See Additional Data Table	(i)						
	(ii)						
	(i)						
	(ii)						
	(i)						
	(ii)						
	(i)						
	(ii)						
	(i)						
	(ii)						
	(i)						
	(ii)						
	(i)						
	(ii)						
	(i)						
	(ii)						
	(i)						
	(ii)						



**Software ID:** 08000091  
**Software Version:** 2008v2.7  
**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				
ZALK CONSTANCE	(i) (ii)	261,606		3,762	29,899	4,613	299,880	
WAYNE CAMARA	(i) (ii)	286,975	3,879	8,614	28,966		328,434	
TOM RUDIN	(i) (ii)	292,220	7,894	1,454	29,900	11,978	343,446	
THOMAS HIGGINS	(i) (ii)	386,057	8,000	16,295	29,900	11,978	452,230	
STRANDE JAMES	(i) (ii)	321,969	17,019	1,036	29,900	11,978	381,902	
STEVEN TITAN	(i) (ii)	267,270	7,297	15,708	28,966	10,201	329,442	
PETER NEGRONI	(i) (ii)	399,734		19,505	29,347	4,257	452,843	
NELSON PAMELA	(i) (ii)	269,503	35,000	3,910	29,880	4,614	342,907	
NEIL LANE	(i) (ii)	335,904	17,758	1,079	29,900	11,978	396,619	
MONTOYA JIM	(i) (ii)	289,750	3,884	2,670	29,900	4,614	330,818	
MICHAEL RILEY	(i) (ii)	226,591	8,280	22,749	29,250	9,981	296,851	
MARY C SCOTT	(i) (ii)	186,112		2,651	25,048	4,614	218,425	
LEE JONES	(i) (ii)	352,276	9,185	1,728	29,900	4,614	397,703	
LAURENCE BUNIN	(i) (ii)	355,870	9,299	6,175	29,900	4,614	405,858	
JULIET WEISSMAN	(i) (ii)	201,315	5,796	359	28,275	11,695	247,440	
HERBERT ELISH	(i) (ii)	453,023	11,684	19,973	29,900	11,978	526,558	
GASTON CAPERTON	(i) (ii)	599,032	89,355	141,984	29,712	11,978	872,061	
FAILS LEROY	(i) (ii)	277,667	6,851	3,980	29,900	11,977	330,375	
ERIC CANTOR	(i) (ii)	241,986		7,187		11,978	261,151	
EDNA JOHNSON	(i) (ii)	294,070	7,837	25,742	26,741	11,977	366,367	
DOROTHY SEXTON	(i) (ii)	180,444	4,000	1,677	24,877	4,614	215,612	
BAILEY CYNTHIA	(i) (ii)	147,981		188,751	33,357	4,229	374,318	

Schedule L (Form 990 or 990-EZ)

Transactions with Interested Persons

OMB No 1545-0047

2008

Open to Public Inspection

Department of the Treasury Internal Revenue Service

Attach to Form 990 or Form 990-EZ. To be completed by organizations that answered "Yes" on Form 990, Part IV, lines 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V lines 38b or 40b.

Name of the organization COLLEGE ENTRANCE EXAMINATION BOARD

Employer identification number 13-1623965

Part I Excess Benefit Transactions (section 501(c)(3) and section 501 (c)(4) organizations only).

To be completed by organizations that answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b

Table with 3 main columns: (a) Name of disqualified person, (b) Description of transaction, (c) Corrected? (Yes/No)

2 Enter the amount of tax imposed on the organization managers or disqualified persons during the year under section 4958 \$

3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization \$

Part II Loans to and/or From Interested Persons

To be completed by organizations that answered "Yes" on Form 990, Part IV, line 26, or Form 990-EZ, Part V, line 38a

Table with columns: (a) Name of interested person and purpose, (b) Loan to or from the organization?, (c) Original principal amount, (d) Balance due, (e) In default?, (f) Approved by board or committee?, (g) Written agreement?

Part III Grants or Assistance Benefitting Interested Persons

To be completed by organizations that answered "Yes" on Form 990, Part IV, line 27.

Table with 3 columns: (a) Name of interested person, (b) Relationship between interested person and the organization, (c) Amount of grant or type of assistance

Part IV Business Transactions Involving Interested Persons

To be completed by organizations that answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.

Table with 5 columns: (a) Name of interested person, (b) Relationship between interested person and the organization, (c) Amount of transaction, (d) Description of transaction, (e) Sharing of organization's revenues?

**SCHEDULE O**  
(Form 990)

**Supplemental Information to Form 990**

**2008**

**Open to Public Inspection**

Department of the Treasury  
Internal Revenue Service

**▶ Attach to Form 990. To be completed by organizations to provide additional information for responses to specific questions for the Form 990 or to provide any additional information.**

<b>Name of the organization</b> COLLEGE ENTRANCE EXAMINATION BOARD	<b>Employer identification number</b> 13-1623965
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Identifier	Return Reference	Explanation
Form 990, Part VI, Line 19	Form 990, Part VI, Line 19 Other Organization Documents Publicly Available	The following governing documents are available on the website BylawsCharterNational Governance PlansRegional Governance Plans

Identifier	Return Reference	Explanation
Form 990, Part VI, Line 15b	Form 990, Part VI, Line 15b Compensation Review and Approval Process for Officers and Key Employees	Compensation for top management is reviewed annually by an external consulting firm to ensure compliance with intermediate sanction laws. In addition, compensation of top management is reviewed by the Compensation Committee of the Board of Trustees.

Identifier	Return Reference	Explanation
Form 990, Part VI, Line 12c	Form 990, Part VI, Line 12c Explanation of Monitoring and Enforcement of Conflicts	Annual Disclosure Statement Each year, the College Board Office of the Secretary provides the Trustee, Officer, and Executive Director Guidelines for Avoiding Conflicts of Interest, Maintaining Confidentiality, and Barring Insider Trading ("Guidelines") to covered persons. The Guidelines include a requirement that Trustees, officers and executive directors or persons holding equivalent positions file an annual disclosure statement with the Secretary of the College Board. The Annual Disclosure Form is provided along with the Guidelines and incorporates questions to collect additional information concerning relationships among Trustees, officers, key employees and certain entities. The Annual Disclosure Forms are mandatory and completed forms are reviewed by the College Board Office of the Secretary in consultation with the College Board Office of the General Counsel. The Guidelines are also provided as part of the College Board Trustee Manual Employee HandbookThe College Board Employee Handbook ("Handbook") sets forth the College Board policies on conflicts and employees must report actual or potential conflicts in writing. A violation will result in immediate and appropriate discipline, up to and including immediate termination. Ethics and Compliance Reporting SystemThe College Board provides an additional mechanism to raise concerns in an anonymous and confidential manner through an internet based ethics and compliance reporting system and call center. Through this system, both employees and non-employees can report concerns about suspected unethical activities regarding the conduct, practices or performance of the College Board or any of its employees. Reports submitted are reviewed by the College Board Office of the General Counsel and investigated as necessary.

Identifier	Return Reference	Explanation
Form 990, Part VI, Line 10	Form 990, Part VI, Line 10 Form 990 Review Process	The Form 990 is reviewed by the Audit Committee of the Board of Trustees and the Board of Trustees.

Identifier	Return Reference	Explanation
Form 990, Part VI, Line 7a	Form 990, Part VI, Line 7a How Members or Shareholders Elect Governing Body	As described in the College Board's bylaws, members and delegates govern actions as follows: A. On issues that are submitted to a vote of the members of the College Board, each member is entitled to one vote. B. Any reference in these Bylaws to a majority vote or a percentage vote of the members of the College Board shall mean a vote by a majority or such percentage, as the case may be, of the votes duly cast at a meeting of the College Board or, when a vote is taken by mail ballot, of the votes duly cast by such ballot. C. On issues that are submitted to a vote of the delegates of the members of the College Board, each delegate is entitled to one vote. In all elections of individuals, the vote shall be by delegates.

Identifier	Return Reference	Explanation
Form 990, Part VI, Line 6	Form 990, Part VI, Line 6 Explanation of Classes of Members or Shareholder	The College Board has more than 5700 members, and in accordance with the bylaws these members are described as follows: A. Secondary and postsecondary schools and institutions must be appropriately accredited and make regular and substantial use of one or more College Board programs and services. B. Secondary and postsecondary systems of substantial size must have demonstrated an interest in and support for the work of the College Board. They must contain within the system institutions eligible for membership in the College Board and permit individual institutions within the system to be members of the College Board. C. Non-profit educational associations, organizations, and agencies serving postsecondary/higher and secondary education, must be engaged in activity in furtherance of education that has a special relevance to the purposes of the College Board.

Identifier	Return Reference	Explanation
Form 990, Part III, Line 4d	Form 990, Part III, Line 4d Other Program Services Description	OTHER PROGRAM SERVICES 4 PUERTO RICO & LATIN AMERICA PROGRAMS \$9,121,530 OTHER PROGRAM SERVICES 5 RESEARCH, DATA AND TEST DEVELOPMENT \$8,977,000 OTHER PROGRAM SERVICES 6 OPERATIONS \$2,300,000 OTHER PROGRAM SERVICES 7 MEMBERSHIP \$3,235,000 OTHER PROGRAM SERVICES 8 ACCUPLACER \$11,239,641See Attachment A "Organization's Primary Exempt Purpose" for details of each of these achievements.

Identifier	Return Reference	Explanation
Client Note 2	Client Note 2	Part III, line 4dOther Revenue of \$27,599,560 includes Investment Income of \$3,204,528 and a Loss on Investments of (\$11,316,066) Part V, Section 4bThe College Board invests in hedge funds where the account resides in the Cayman Islands, Ireland and England Part VII, Section A.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 Oct 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 initiated prior to the adoption of the guidelines on Oct 3, 2008, and service on the committees have since been completed. Part VIII, line 2d"Other" Program Service Revenue of \$35,711,098 is made up of the following: ACCUPLACER \$13,975,000Puerto Rico/Latin America \$10,433,000Relationship Development \$5,518,815Program General \$1,902,585Research and Psychometrics \$1,440,849Membership Dues and Assessments \$2,375,000Government Affairs \$65,849Part XI, line 2bThe College Board's financial statements were audited on a consolidated basis. Schedule C, Part I-B, line 3The College Board did not incur a section 4955 tax for the year and therefore the filing of Form 4720 is not applicable. Schedule L, Part IIThe practice of issuing mortgage loans by the College Board to employees is currently discontinued. The College Board entered into a contract with Betterton College Planning for a \$270,000 licensing of intellectual property transaction. The principal is a family member of Connie Betterton, Vice President of the collegeboard.com. Connie Betterton is not a disqualified person with respect to the College Board. This transaction was reviewed in advance by the College Board's Executive Committee to the Board of Trustees.

Identifier	Return Reference	Explanation
Client Note 1	Client Note 1	Attachment A Organization's Primary Exempt PurposeThe College Board is a not-for-profit membership association whose mission is to connect students to college success and opportunity. Founded in 1900, the association is composed of more than 5,700 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 schools and institutions of higher education, the College Board works to improve education and respond to member needs and concerns. In fiscal 2008-09, the College Board served more than seven million students and their parents, 23,000 high schools, and 3,800 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, and advocates on behalf of students, teachers, school counselors, admission and financial aid officers, and institutions of higher education, 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 association's members. Among the College Board's best-known programs are the SAT, the PSAT/NMSQT and the Advanced Placement Program (AP). Through its not-for-profit affiliate, collegeboard.com, the College Board provides critical information about the college-going process to millions of students every year. COLLEGE READINESSTo fulfill its 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. SpringBoard is the College Board's official Pre-AP program for grades six to 12 in English Language Arts and Mathematics, based on the College Board Standards for College Success. Written by teachers for teachers, SpringBoard is a research-based program designed to prepare students for AP and college success through integrated instructional materials, formative assessments and sustained professional development. Advanced Placement Program (AP) courses and exams make up a rigorous academic program built on the commitment, passion, and hard work of students and educators from both secondary schools and higher education. With more than 30 courses, each culminating in a rigorous exam, AP provides willing and academically prepared students with the opportunity to earn college credit, placement, or both, and helps them stand out in the college admission process. Taught by dedicated AP teachers who bring cutting-edge content knowledge and expert teaching skills to the classroom, AP courses help students develop the study skills, habits of mind and critical thinking abilities that they will need in college. Each AP course is modeled on a comparable college course. College and university faculty play a vital role in ensuring that AP courses align with college-level standards through a process whereby all AP teachers' syllabi are reviewed by college faculty. Only courses using syllabi that meet or exceed the college-level curricular and resource requirements for each AP course are authorized to carry the AP label. AP courses culminate in a suite of college-level assessments developed and scored by college and university faculty as well as experienced AP teachers. AP Exams are an essential part of the AP experience, enabling students to demonstrate their mastery of college-level course work. Strong performance on AP Exams is rewarded by colleges and universities worldwide. More than 90 percent of four-year colleges and universities in the United States grant students credit, placement or both on the basis of successful AP Exam scores. But performing well on an AP Exam means more than just the successful completion of a course, it is the gateway to success in college. Research consistently shows that students who score a 3 or higher on AP Exams typically experience greater academic success in college and improved graduation rates than their non-AP peers. College Planning Services offer 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, which is 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 to help students and their parents plan for, apply to and pay for college. The College Board's 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. 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 17 New York state College Board Schools in New York City, Yonkers, Rochester and Buffalo. Two other College Board initiatives also focus on college preparation for underserved students. One is the EXCELEerator program, which is being implemented in existing middle and high schools in urban centers across the country. The College Board also has begun to explore engaging in districtwide partnerships as another component of our school-based reform work to provide support and services to increase student academic achievement and to better prepare students for success in postsecondary education. 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 Confucius Institute Headquarters/Hanban. Currently, 138 guest teachers from China are placed in high, middle and elementary schools in 30 states of the United States. In June 2009, 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 cohosts the National Chinese Language Conference, an annual meeting attracting over 800 educators from across the nation. 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 teacher candidates. ASSESSMENTSThe 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 that teachers, schools, students and colleges can use. The PSAT/NMSQT is a reasoning skills assessment taken by more than 3.5 million high school students to provide insight into their academic strengths and help them focus attention on areas that need improvement. It enables students to compete for scholarships, including the National Merit Scholarship. Through the PSAT/NMSQT program, students also have the option of participating in the Student Search Service, which lets colleges, universities and scholarship programs know that students are interested in hearing from them. All testers also receive free access to My College QuickStart, a personalized online tool to help with college planning, and MyRoad, a comprehensive career, major and college planning resource. Schools receive individual student score reports for each PSAT/NMSQT taker to assist them as they help students build their skills. Schools also receive several summary reports and resources such as AP Potential, an

**SCHEDULE R  
(Form 990)**

**Related Organizations and Unrelated Partnerships**

OMB No 1545-0047

**2008**

**Open to Public  
Inspection**

▶ **Attach to Form 990. To be completed by organizations that answer "Yes" to Form 990, Part IV, lines 33, 34, 35, 36, or 37.**  
▶ **See separate instructions.**

Department of the Treasury  
Internal Revenue Service

**Name of the organization**  
COLLEGE ENTRANCE EXAMINATION BOARD

**Employer identification number**  
13-1623965

**Part I Identification of Disregarded Entities**

(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**

(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
COLLEGEBOARD.COM 45 COLUMBUS AVENUE NEW YORK, NY10023 13-4099153	COLLEGE PLANNING WEBSITE	NY	501(c)(3)	509 (a)(2)	N/A

**Part III Identification of Related Organizations Taxable as a Partnership**

(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, investment, unrelated)	(F) Share of total income	(G) Share of end-of- year assets	(H) Disproportionate allocations?		(I) Code V—UBI amount on Box 20 of K-1	(J) General or managing partner?	
							Yes	No		Yes	No

**Part IV Identification of Related Organizations Taxable as a Corporation or Trust**

(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

**Part V Transactions with Related Organizations**

**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 other organization(s)
- c** Gift, grant, or capital contribution from other organization(s)
- d** Loans or loan guarantees to or for other organization(s)
- e** Loans or loan guarantees by other organization(s)
  
- f** Sale of assets to other organization(s)
- g** Purchase of assets from other organization(s)
- h** Exchange of assets
- i** Lease of facilities, equipment, or other assets to other organization(s)
  
- j** Lease of facilities, equipment, or other assets from other organization(s)
- k** Performance of services or membership or fundraising solicitations for other organization(s)
- l** Performance of services or membership or fundraising solicitations by other organization(s)
- m** Sharing of facilities, equipment, mailing lists, or other assets
- n** Sharing of paid employees
  
- o** Reimbursement paid to other organization for expenses
- p** Reimbursement paid by other organization for expenses
  
- q** Other transfer of cash or property to other organization(s)
- r** Other transfer of cash or property from other organization(s)

	Yes	No
<b>1a</b>		No
<b>1b</b>		No
<b>1c</b>		No
<b>1d</b>	Yes	
<b>1e</b>		No
<b>1f</b>		No
<b>1g</b>		No
<b>1h</b>		No
<b>1i</b>		No
<b>1j</b>		No
<b>1k</b>		No
<b>1l</b>		No
<b>1m</b>	Yes	
<b>1n</b>	Yes	
<b>1o</b>		No
<b>1p</b>		No
<b>1q</b>		No
<b>1r</b>		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(s)	(B) Transaction type(a-r)	(C) Amount Involved
<b>(1)</b> COLLEGEBOARD.COM	n	192,000
<b>(2)</b> COLLEGEBOARD.COM	m	378,770
<b>(3)</b> COLLEGEBOARD.COM	d	7,040,000
<b>(4)</b>		
<b>(5)</b>		
<b>(6)</b>		

