

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 private foundations)

Do not enter social security numbers on this form as it may be made public.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047
2019
Open to Public Inspection

A For the 2019 calendar year, or tax year beginning 01-01-2019, and ending 12-31-2019

B Check if applicable:
 Address change
 Name change
 Initial return
 Final return/terminated
 Amended return
 Application pending

C Name of organization: College Board
 Doing business as:
 Number and street (or P.O. box if mail is not delivered to street address): 250 Vesey Street Room/suite:
 City or town, state or province, country, and ZIP or foreign postal code: New York, NY 10281

D Employer identification number: 13-1623965
E Telephone number: (212) 713-8000
G Gross receipts \$ 1,222,784,958

F Name and address of principal officer:
 David Coleman
 250 Vesey Street
 New York, NY 10281

H(a) Is this a group return for subordinates? Yes No
H(b) Are all subordinates included? Yes No
 If "No," attach a list. (see instructions)
H(c) Group exemption number ▶

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

J Website: ▶ www.collegeboard.org

K Form of organization: Corporation Trust Association Other ▶
L Year of formation: 1900 **M** State of legal domicile: NY

Part I Summary

1 Briefly describe the organization's mission or most significant activities:
 The College Board is a mission-driven not-for-profit membership organization that connects students to college success and opportunity. Founded in 1900, the College Board was created to expand access to higher education. Today, the membership association is made up of over 6,000 of the world's leading educational institutions and is dedicated to promoting excellence and equity in education. Each year, the College Board helps more than 7 million students prepare for a successful transition to college through programs and services in college readiness and college success-including the SAT and the Advanced Placement Program. The organization also serves the education community through research and advocacy on behalf of students, educators, and schools.

2 Check this box if the organization discontinued its operations or disposed of more than 25% of its net assets.

3 Number of voting members of the governing body (Part VI, line 1a)	3	31
4 Number of independent voting members of the governing body (Part VI, line 1b)	4	30
5 Total number of individuals employed in calendar year 2019 (Part V, line 2a)	5	2,104
6 Total number of volunteers (estimate if necessary)	6	691
7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	-8,427,401
b Net unrelated business taxable income from Form 990-T, line 39	7b	0

	Prior Year	Current Year
8 Contributions and grants (Part VIII, line 1h)	12,173,142	10,380,203
9 Program service revenue (Part VIII, line 2g)	1,022,796,858	1,049,403,797
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	38,708,672	48,637,176
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	-600,626	-523,969
12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	1,073,078,046	1,107,897,207
13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	1,618,452	5,345,492
14 Benefits paid to or for members (Part IX, column (A), line 4)		0
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	279,285,091	309,772,409
16a Professional fundraising fees (Part IX, column (A), line 11e)		0
b Total fundraising expenses (Part IX, column (D), line 25) ▶ 0		
17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	698,017,020	734,186,833
18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	978,920,563	1,049,304,734
19 Revenue less expenses. Subtract line 18 from line 12	94,157,483	58,592,473

	Beginning of Current Year	End of Year
20 Total assets (Part X, line 16)	1,400,979,213	1,567,854,591
21 Total liabilities (Part X, line 26)	264,977,909	276,123,831
22 Net assets or fund balances. Subtract line 21 from line 20	1,136,001,304	1,291,730,760

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.

Sign Here

Signature of officer: _____ Date: 2020-11-12
 Martha Stratis CAO & Treasurer
 Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed	PTIN
Firm's name ▶ PricewaterhouseCoopers LLP		2015-04-22		P00369623
Firm's address ▶ 600 13th Street NW Suite 1000 Washington, DC 20005			Firm's EIN ▶ 13-4008324	Phone no. (202) 414-1000

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III

1 Briefly describe the organization's mission:

Our mission is to serve over 6,000 members and connect more than 7 million students to college success and career opportunity. Through our programs and initiatives, we expand opportunities for students and challenge them to own their future by practicing hard and taking advantage of every opportunity they earn.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? Yes No

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

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? Yes No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations 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 \$ 385,430,590 including grants of \$ 658,792) (Revenue \$ 490,195,259)
See Additional Data

4b (Code:) (Expenses \$ 344,143,749 including grants of \$ 917,018) (Revenue \$ 403,601,000)
See Additional Data

4c (Code:) (Expenses \$ 104,642,599 including grants of \$ 3,467,893) (Revenue \$ 130,095,629)
See Additional Data

(Code:) (Expenses \$ 48,835,364 including grants of \$ 301,789) (Revenue \$ 25,511,909)

Other Services Research & Advocacy - The College Board's Research and Advocacy efforts are related primarily to the areas of college preparation and access, college affordability and financial aid, college admission and completion, and the importance of teachers and school counselors. Membership - The College Board works to strengthen relationships among members to achieve our shared goals through programs, services, and large-scale conferences, and seeks to foster community, expand knowledge, and enhance the education profession. Puerto Rico and Latin America - Assessment and educational services.

4d Other program services (Describe in Schedule O.)
(Expenses \$ 48,835,364 including grants of \$ 301,789) (Revenue \$ 25,511,909)

4e Total program service expenses ▶ 883,052,302

Part IV Checklist of Required Schedules

Table with 3 columns: Question ID, Question Text, and Yes/No response columns. Rows include questions 1 through 21, with sub-questions a-f for items 11 and 14.

Part IV Checklist of Required Schedules (continued)

Table with 3 columns: Question ID, Question Text, and Yes/No columns. Rows include questions 22 through 38 regarding organizational reporting, compensation, tax-exempt bonds, and controlled entities.

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V [checked]

Table with 3 columns: Question ID, Question Text, and Yes/No columns. Rows include questions 1a, 1b, and 1c regarding Form 1096, Forms W-2G, and backup withholding rules.

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	<table border="1"> <tr> <td style="text-align: center;">2a</td> <td style="text-align: right;">2,104</td> </tr> </table>	2a	2,104				
2a	2,104						
b If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)			2b	Yes			
3a Did the organization have unrelated business gross income of \$1,000 or more during the year?			3a	Yes			
b If "Yes," has it filed a Form 990-T for this year? <i>If "No" to line 3b, provide an explanation in Schedule O</i>			3b	Yes			
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? . . .			4a	Yes			
b If "Yes," enter the name of the foreign country: ▶ MP, BF, UK, VI, CA, CJ							
See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).							
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . . .			5a		No		
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?			5b		No		
c If "Yes," to line 5a or 5b, did the organization file Form 8886-T?			5c				
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?			6a		No		
b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?			6b				
7 Organizations that may receive deductible contributions under section 170(c).							
a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?			7a		No		
b If "Yes," did the organization notify the donor of the value of the goods or services provided?			7b				
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?			7c		No		
d If "Yes," indicate the number of Forms 8282 filed during the year	<table border="1"> <tr> <td style="text-align: center;">7d</td> <td></td> </tr> </table>	7d					
7d							
e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?			7e		No		
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? . . .			7f		No		
g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?			7g				
h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?			7h				
8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?			8				
9 Sponsoring organizations maintaining donor advised funds.							
a Did the sponsoring organization make any taxable distributions under section 4966?			9a				
b Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?			9b				
10 Section 501(c)(7) organizations. Enter:							
a Initiation fees and capital contributions included on Part VIII, line 12	<table border="1"> <tr> <td style="text-align: center;">10a</td> <td></td> </tr> </table>	10a					
10a							
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	<table border="1"> <tr> <td style="text-align: center;">10b</td> <td></td> </tr> </table>	10b					
10b							
11 Section 501(c)(12) organizations. Enter:							
a Gross income from members or shareholders	<table border="1"> <tr> <td style="text-align: center;">11a</td> <td></td> </tr> </table>	11a					
11a							
b Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)	<table border="1"> <tr> <td style="text-align: center;">11b</td> <td></td> </tr> </table>	11b					
11b							
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?							
b If "Yes," enter the amount of tax-exempt interest received or accrued during the year.	<table border="1"> <tr> <td style="text-align: center;">12b</td> <td></td> </tr> </table>	12b		12a			
12b							
13 Section 501(c)(29) qualified nonprofit health insurance issuers.							
a Is the organization licensed to issue qualified health plans in more than one state? Note. See the instructions for additional information the organization must report on Schedule O.			13a				
b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	<table border="1"> <tr> <td style="text-align: center;">13b</td> <td></td> </tr> </table>	13b					
13b							
c Enter the amount of reserves on hand	<table border="1"> <tr> <td style="text-align: center;">13c</td> <td></td> </tr> </table>	13c					
13c							
14a Did the organization receive any payments for indoor tanning services during the tax year?			14a		No		
b If "Yes," has it filed a Form 720 to report these payments? <i>If "No," provide an explanation in Schedule O</i> . . .			14b				
15 Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N.			15	Yes			
16 Is the organization an educational institution subject to the section 4968 excise tax on net investment income? . . If "Yes," complete Form 4720, Schedule O.			16		No		

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



Section A. Governing Body and Management

Table with 5 main rows and 3 sub-columns (1a, 1b, and Yes/No). Rows include: 1a (31), 1b (30), 2 (No), 3 (No), 4 (Yes), 5 (No), 6 (Yes), 7a (Yes), 7b (Yes), 8a (Yes), 8b (Yes), 9 (No).

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

Table with 10 main rows and 3 sub-columns (10a, 10b, 11a, 12a, 12b, 12c, 13, 14, 15a, 15b, 16a, 16b). Rows include: 10a (No), 10b, 11a (Yes), 12a (Yes), 12b (Yes), 12c (Yes), 13 (Yes), 14 (Yes), 15a (Yes), 15b (Yes), 16a (No), 16b.

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed CA, DC, OR
18 Section 6104 requires an organization to make its Form 1023 (or 1024-A if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
20 State the name, address, and telephone number of the person who possesses the organization's books and records: Martha Stratis 250 Vesey Street New York, NY 10281 (212) 713-8000

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

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
See Additional Data Table										

1b Sub-Total									
1c Total from continuation sheets to Part VII, Section A									
1d Total (add lines 1b and 1c)						8,506,771	0		1,407,462

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization ▶ 1,209

	Yes	No
3 Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>	3 Yes	
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>	4 Yes	
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		5 No

Section B. Independent Contractors

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

(A) Name and business address	(B) Description of services	(C) Compensation
EDUCATIONAL TESTING SERVICES 4897 COLLECTION CENTER DRIVE CHICAGO, IL 60693	TESTING SERVICES	366,708,498
NCS PEARSON 21866 NETWORK PLACE CHICAGO, IL 60673	TESTING SERVICES	39,176,153
NEXTSOURCE INC 1040 AVENUE OF THE AMERICAS NEW YORK, NY 10018	IT Consulting	20,196,554
ALORICA INC 8151 PETERS ROAD PLANTATION, FL 33324	CALL CENTER SERVICES	16,030,629
COMSYS INFORMATION TECHNOLOGY 100 MANPOWER PLACE MILWAUKEE, WI 53212	IT CONSULTING	14,677,526

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization ▶ 275

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

		(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514	
Contributions, Gifts, Grants and Other Similar Amounts	1a Federated campaigns	1a				
	b Membership dues	1b				
	c Fundraising events	1c				
	d Related organizations	1d				
	e Government grants (contributions)	1e	6,071,091			
	f All other contributions, gifts, grants, and similar amounts not included above	1f	4,309,112			
	g Noncash contributions included in lines 1a - 1f:\$	1g				
	h Total. Add lines 1a-1f		10,380,203			
Program Service Revenue	2a AP AND INSTRUCTION	Business Code 611710	490,195,259	490,195,259		
	b ASSESSMENTS	611710	403,601,000	403,601,000		
	c COLLEGE OPPORTUNITIES & ENROLLMENT	611710	130,095,629	130,095,629		
	d OTHER SERVICES (SDP, INT'L, RESEARCH)	611710	25,511,909	25,511,909		
	e					
	f All other program service revenue.		0	0	0	
	g Total. Add lines 2a-2f.		1,049,403,797			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)		12,247,809		20,675,210	
	4 Income from investment of tax-exempt bond proceeds					
	5 Royalties					
	6a Gross rents	(i) Real				
		(ii) Personal				
		6a	1,558,645			
		b Less: rental expenses	6b	2,082,614		
	c Rental income or (loss)	6c	-523,969	0		
	d Net rental income or (loss)		-523,969		-523,969	
	7a Gross amount from sales of assets other than inventory	(i) Securities				
		(ii) Other				
		7a	42,923,910	106,270,594		
		b Less: cost or other basis and sales expenses	7b	35,677,464	77,127,673	
	c Gain or (loss)	7c	7,246,446	29,142,921		
	d Net gain or (loss)		36,389,367		36,389,367	
	8a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18	8a				
		b Less: direct expenses	8b			
c Net income or (loss) from fundraising events						
9a Gross income from gaming activities. See Part IV, line 19	9a					
	b Less: direct expenses	9b				
c Net income or (loss) from gaming activities						
10a Gross sales of inventory, less returns and allowances	10a					
	b Less: cost of goods sold	10b				
c Net income or (loss) from sales of inventory						
Miscellaneous Revenue	Business Code					
11a						
b						
c						
d All other revenue		0	0	0	0	
e Total. Add lines 11a-11d		0				
12 Total revenue. See instructions		1,107,897,207	1,049,403,797	-8,427,401	56,540,608	

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	2,148,152	2,148,152		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	3,197,340	3,197,340		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16.				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	6,349,080	1,031,463	5,317,617	
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	241,233,778	166,609,282	74,624,496	
8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions)	24,700,925	16,992,269	7,708,656	
9 Other employee benefits	19,815,617	13,542,624	6,272,993	
10 Payroll taxes	17,673,009	12,049,259	5,623,750	
11 Fees for services (non-employees):				
a Management				
b Legal	1,715,061	90,519	1,624,542	
c Accounting	424,034		424,034	
d Lobbying	745,447		745,447	
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	15,277,353		15,277,353	
g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)	52,929,112	52,929,112	0	0
12 Advertising and promotion	5,677,019	5,677,019		
13 Office expenses	8,464,981	6,053,218	2,411,763	
14 Information technology	47,753,458	26,119,801	21,633,657	
15 Royalties				
16 Occupancy	26,751,241	18,136,361	8,614,880	
17 Travel	21,158,373	17,443,541	3,714,832	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	13,571,301	11,471,356	2,099,945	
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	31,658,552	25,452,885	6,205,667	
23 Insurance	1,509,562		1,509,562	
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a ASSESSMENT ADMINISTRATION & DEVELOPMENT	469,892,797	469,892,797		
b PRINTING AND PUBLICATIONS	23,371,052	23,012,959	358,093	
c RESEARCH	7,634,640	7,634,640		
d MARKETING	4,852,660	3,214,123	1,638,537	
e All other expenses	800,190	353,582	446,608	0
25 Total functional expenses. Add lines 1 through 24e	1,049,304,734	883,052,302	166,252,432	0
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720).				

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part IX

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	9,914,509	1	11,295,694
	2 Savings and temporary cash investments	298,814,156	2	311,870,265
	3 Pledges and grants receivable, net	2,233,539	3	1,984,138
	4 Accounts receivable, net	125,199,619	4	124,776,206
	5 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons	0	5	0
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)	0	6	0
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges	20,078,247	9	21,639,334
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 199,126,789		
	b Less: accumulated depreciation	10b 99,023,406	96,239,551	10c 100,103,383
	11 Investments—publicly traded securities	166,028,663	11	230,027,339
	12 Investments—other securities. See Part IV, line 11	672,218,288	12	752,447,619
	13 Investments—program-related. See Part IV, line 11	5,250,832	13	7,788,544
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11	5,001,809	15	5,922,069
16 Total assets. Add lines 1 through 15 (must equal line 34)	1,400,979,213	16	1,567,854,591	
Liabilities	17 Accounts payable and accrued expenses	176,608,387	17	190,930,600
	18 Grants payable		18	
	19 Deferred revenue	88,369,522	19	85,193,231
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons	0	22	0
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17 - 24). Complete Part X of Schedule D	0	25	0
26 Total liabilities. Add lines 17 through 25	264,977,909	26	276,123,831	
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	1,129,169,988	27	1,289,045,268
	28 Net assets with donor restrictions	6,831,316	28	2,685,492
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
32 Total net assets or fund balances	1,136,001,304	32	1,291,730,760	
33 Total liabilities and net assets/fund balances	1,400,979,213	33	1,567,854,591	

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	1,107,897,207
2	Total expenses (must equal Part IX, column (A), line 25)	2	1,049,304,734
3	Revenue less expenses. Subtract line 2 from line 1	3	58,592,473
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	1,136,001,304
5	Net unrealized gains (losses) on investments	5	107,916,487
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	-10,779,504
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	1,291,730,760

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

- 1** Accounting method used to prepare the Form 990: Cash Accrual Other _____
 If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.
- 2a** Were the organization's financial statements compiled or reviewed by an independent accountant?
 If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:
 Separate basis Consolidated basis Both consolidated and separate basis
- b** Were the organization's financial statements audited by an independent accountant?
 If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:
 Separate basis Consolidated basis Both consolidated and separate basis
- c** If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?
 If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.
- 3a** As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?
- b** If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.

	Yes	No
2a		No
2b	Yes	
2c	Yes	
3a	Yes	
3b	Yes	

Additional Data

Software ID: 19010655

Software Version: 2019v5.0

EIN: 13-1623965

Name: College Board

Form 990 (2019)

Form 990, Part III, Line 4a:

AP, Instruction and Personalized Practice The College Board's unique instruction offerings play a key role in preparing students for success in college and career. SpringBoard: SpringBoard is an instructional program for grades 6-12 in English Language Arts (ELA) and Mathematics. The program features student materials, teacher resources, and formative and summative assessments, as well as professional learning for teachers and administrators. SpringBoard is in complete alignment with state standards, Advanced Placement (AP) coursework, and the SAT Suite of Assessments. Advanced Placement Program: Founded in 1955, the Advanced Placement Program gives students the opportunity to take college-level coursework in high school. Students who succeed on AP Exams are more likely to succeed in college and can potentially earn valuable college credit and advanced placement. More than 1.24 million students in the class of 2019 took 4.26 million AP exams in public high schools nationwide. In the 2019-20 school year, the AP Program provided students, teachers, and administrators with free resources, supports, and feedback throughout the year. These resources help schools target instruction, provide practice opportunities, and streamline the administrative aspects of giving AP Exams. Pre-AP: three courses were added for the 2020-21 school year. The program empowers all students to learn, grow, and build confidence through focused course frameworks, engaging instructional resources, learning checkpoints, and collaborative educator workshops. Pre-AP courses support all students across varying levels of abilities, challenging them to build relevant, interdisciplinary critical thinking skills through horizontal alignment across courses. AP Potential: AP Potential is a free, web-based tool that helps educators increase access to AP by using SAT, PSAT/NMSQT, PSAT 10, and PSAT 8/9 score data to identify students with the potential to succeed in AP.

Form 990, Part III, Line 4b:

Focused Assessments The College Board's SAT Suite of Assessments makes it easier for students to show their best work. The SAT Suite, which includes the SAT, PSAT/NMSQT, PSAT 10, and PSAT 8/9, measures what students are learning in class and what they'll need to succeed in college and career. It also connects students with fee waivers, scholarship opportunities, free personalized practice, and college and career planning tools. In addition, the SAT Suite provides benchmarks and consistent feedback for measuring student progress over time, allowing teachers to accelerate students who are ahead and help those who are behind. The College Board's SAT School Day program makes it easier for more students to take the SAT. It allows states, districts, and schools to offer students the opportunity to take the SAT at their school, during a regular school day, at no cost to the students. More than 2.2 million students in the class of 2019 took the SAT at least once during high school-the largest SAT cohort in history. The College Board also offers the College-Level Examination Program (CLEP) to help students of all ages and backgrounds earn college credit by demonstrating their mastery of college-level material. CLEP is the most widely accepted credit-by-examination program, accepted at 2,900 colleges and universities.

Form 990, Part III, Line 4c:

College & Career Opportunities & Enrollment The College Board is increasing opportunities and breaking down barriers to college through expanded access to AP courses, other credit-awarding opportunities, scholarships, and fee waivers for all who need them. CLEP: The College-Level Examination Program (CLEP), the most widely trusted college-based credit-by-examination program for over 50 years, is accepted by 2,900 colleges and universities and is administered in over 2,000 test centers. CLEP increases opportunities for students by enabling them to earn college credit by demonstrating knowledge they've gained in other settings, such as workforce training and life experience. CLEP exams can save money and time for students of all ages and backgrounds, including students enrolled in dual-enrollment or continuing education programs, homeschooled students, international students, and transfer students. Members of the military and their families can also take advantage of the financial savings CLEP offers; through a College Board partnership with the Defense Activity for Non-traditional Education Support (DANTES), military personnel can take CLEP exams for free. Students may take any of 34 examinations in five subject areas, covering material usually taught in a two-year degree program or the first two years of a four-year program. College Board Opportunity Scholarships: In December 2018, the College Board introduced a national scholarship program that guides students through the college planning process and offers them multiple chances to earn money for college. Students have a chance to earn between \$500 and \$2,000 for each of six steps they complete. If they complete all the steps, they have a chance to win \$40,000 for their college education. Since its launch, more than 500,000 students from all 50 states have joined the College Board Opportunity Scholarships program. Expanded Scholarship Opportunities: When students take the PSAT/NMSQT or the PSAT 10 and say "yes" to the College Board's Student Search Service, this allows scholarship providers to find them. The College Board will also connect students to its 19 scholarship partners, who offer more than \$300 million in annual rewards to qualified students based on merit and financial need. Among the organizations that the College Board works with are the American Indian Graduate Center (AIGC), the Asian & Pacific Islander American Scholarship Fund (APIASF), the Cobell Scholarship (awarded by Indigenous Education, Inc.), the Hispanic Scholarship Fund (HSF), the Jack Kent Cooke Foundation (JKCF), and the United Negro College Fund (UNCF). By using information from the PSAT/NMSQT and PSAT 10 to enhance recruitment efforts, AIGC, APIASF, Cobell, HSF, JKCF, and UNCF are able to access a wider group of eligible students from high schools across the country and make sure students are aware of the opportunities they've earned. Our scholarship partners include: * American Indian Graduate Center * Asian & Pacific Islander American Scholarship Fund * Boettcher Foundation * Children of Fallen Patriots * Cobell Scholarship (awarded by Indigenous Education, Inc.) * Coca-Cola Scholars Fund * Daniels Fund * The Gates Scholarship * George Snow Scholarship Fund * Greenhouse Scholars * Hispanic Scholarship Fund * Horatio Alger Association * Jack Kent Cooke Foundation * The Jackie Robinson Foundation * Marine Corps Scholarship Foundation * Ron Brown Scholar Program * TheDream.US * United Negro College Fund * Washington State Opportunity Scholarship Fee Waivers: The College Board contributes approximately \$134 million in fee waivers to students each year. Every student eligible for an SAT fee waiver has easy access to a full set of SAT fee waiver benefits. Student Search Service: The Student Search Service introduces students to higher education and financial aid opportunities by providing a way for them to give personal and preferential information to colleges and scholarship programs that are looking for students like them—all at no cost to the student. Research shows a connection between opting in to Student Search Service and subsequent college enrollment. The probability of a student from an underrepresented group enrolling increases dramatically when they provide their name and colleges reach out to them. * African American students (46%) * First-generation students (49%) * Low-SES students (42%) Students can opt in to participate in Student Search Service when they take a College Board assessment, or at any time when they visit the College Board's BigFuture website. CSS Profile: The CSS Profile is used by nearly 400 organizations to help manage the financial aid process efficiently and equitably, and to award need-based aid to the students who need it most. The CSS Profile fee waiver program makes it possible for low-income applicants to apply for aid at an unlimited number of schools, free of charge. Focus on STEM Disciplines: The College Board is expanding career opportunity by giving students better planning tools and helping them develop the skills that matter most for jobs of the future, including those in the fields of science, technology, engineering, and math (STEM). STEM disciplines are essential to our nation's ability to compete in the global marketplace. The math and analysis questions on the SAT are grounded in science, social science, career scenarios, and other real-world contexts. AP Computer Science Principles: In fall 2016, the College Board launched AP Computer Science Principles (AP CSP) with the goal of giving all students, especially those who are traditionally underrepresented in the computer science field, tools and opportunities to be successful in today's workforce. AP CSP was the biggest course launch in the history of the AP Program. Landscape: In fall 2019, the College Board launched Landscape, a comprehensive resource that provides consistent high school and neighborhood information so admissions officers can fairly consider each student, no matter where they live.

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

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
BARBARA A GILL TRUSTEE	2.0	X		X				0	0	0
DAVID COLEMAN CEO/TRUSTEE	40.0	X		X				1,418,038	0	259,743
DOUGLAS L CHRISTIANSEN TRUSTEE	2.0	X		X				0	0	0
RONNE P TURNER TRUSTEE	2.0	X		X				0	0	0
AL MIJARES TRUSTEE	2.0	X						0	0	0
ANNE HOUTMAN TRUSTEE	2.0	X						0	0	0
ARIELA ROZMAN TRUSTEE	2.0	X						0	0	0
CHAT LEONARD Trustee	2.0	X						0	0	0
DARNELL HEYWOOD TRUSTEE	2.0	X						0	0	0
ELMER GUY TRUSTEE	2.0	X						0	0	0

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

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
ERIC ZARNIKOW TRUSTEE	2.0	X						0	0	0
GAIL HOLT TRUSTEE	2.0	X						0	0	0
GERALD POPE Trustee	2.0	X						0	0	0
GREGG FLEISHER Trustee	2.0	X						0	0	0
HECTOR GARCIA TRUSTEE	2.0	X						0	0	0
JENNIFER HARDY TRUSTEE	2.0	X						0	0	0
JOHN BARNHILL TRUSTEE	2.0	X						0	0	0
JON D MCGEE TRUSTEE	2.0	X						0	0	0
JUDY WHITE TRUSTEE	2.0	X						0	0	0
KAINE OSBURN TRUSTEE	2.0	X						0	0	0

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

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
KASEY URQUIDEZ TRUSTEE	2.0	X						0	0	0
KRISTINA WONG DAVIS TRUSTEE	2.0	X						0	0	0
LEWIS D FEREBEE TRUSTEE	2.0	X						0	0	0
MARCIA HUNT Trustee	2.0	X						0	0	0
MARYBETH GASMAN TRUSTEE	2.0	X						0	0	0
MICHAEL J MCDONOUGH TRUSTEE	2.0	X						0	0	0
MJ KNOLL-FINN TRUSTEE	2.0	X						0	0	0
NAN M DAVIS TRUSTEE	2.0	X						0	0	0
NANCY MCCALLIN Trustee	2.0	X						0	0	0
PAMELA AGOYO TRUSTEE	2.0	X						0	0	0

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

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
RACHELLE HERNANDEZ TRUSTEE	2.0	X						0	0	0
RAFAEL RAMIREZ-RIVERA TRUSTEE	2.0	X						0	0	0
SAMANTHA VEEDER TRUSTEE	2.0	X						0	0	0
SUSAN ENFIELD TRUSTEE	2.0	X						0	0	0
THOMAS MOORE TRUSTEE	2.0	X						0	0	0
TIMOTHY KEIRN TRUSTEE	2.0	X						0	0	0
YVETTE GULLATT TRUSTEE	2.0	X						0	0	0
ZINA EVANS TRUSTEE	2.0	X						0	0	0
JAMES MONTOYA SEC'Y & CHIEF OF MEMBERSHIP, GOVERNANCE, & GLOBAL HIGHER ED	40.0			X				491,336	0	46,861
JEREMY SINGER PRESIDENT	40.0			X				910,800	0	189,775

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

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
MARTHA STRATIS CHIEF ACCOUNTING OFFICER AND TREASURER	40.0			X				286,838	0	35,447
PETER SCHWARTZ CHIEF RISK OFFICER & GENERAL COUNSEL	40.0			X				501,705	0	42,141
ROBERT GORDON SENIOR VP, FINANCE & GLOBAL STRATEGY	40.0			X				114,682	0	7,212
STEFANIE SANFORD CHIEF OF GLOBAL POLICY, ADVOCACY & COMMUNICATIONS	40.0			X				487,765	0	169,266
THERESA SHAW SENIOR VICE PRESIDENT AND CHIEF INFORMATION OFFICER	40.0			X				525,780	0	52,437
STEVE BUMBAUGH SVP, COLLEGE AND CAREER ACCESS	40.0				X			463,860	0	59,743
TREVOR PACKER SVP, AP PROGRAMS	40.0				X			524,135	0	44,211
AUDITI CHAKRAVARTY VICE PRESIDENT, SPRINGBOARD & 6-12 PROGRAMS	40.0					X		368,232	0	45,366
Connie Betterton Vice President, HE Access and Strategy	40.0					X		368,680	0	37,711
JEFF OLSON VICE PRESIDENT, CHIEF DATA OFFICER	40.0					X		391,374	0	62,125

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

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
JOHN MCGRATH SVP, Communications & Marketing Communications	40.0					X		394,768	0	184,743
TRACIE MACMAHON SVP, OPERATIONS	40.0					X		406,585	0	53,993
CYNDIE SCHMEISER CHIEF OF ASSESSMENT	40.0						X	391,455	0	55,145
TODD HUSTON SR. VP, STATE AND DISTRICT PARTNERS RECLASSIFIED AS NON-OFFICER	40.0						X	460,738	0	61,543

SCHEDULE A
(Form 990 or 990-EZ)

Public Charity Status and Public Support
Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
▶ Attach to Form 990 or Form 990-EZ.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047
2019
Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization
College Board

Employer identification number
13-1623965

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

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 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 (Form 990 or 990-EZ).)
- 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state:
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 An agricultural research organization described in **170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture. See instructions. Enter the name, city, and state of the college or university:
- 10 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.)
- 11 An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12 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 in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
 - a **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
 - b **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
 - c **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
 - d **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
 - e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
 - f Enter the number of supported organizations _____
- g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1- 10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
Total						

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization failed to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶		(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
1	Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grant.") . . .						
2	Tax revenues levied for the organization's benefit and either paid to or expended on its behalf. . . .						
3	The value of services or facilities furnished by a governmental unit to the organization without charge..						
4	Total. Add lines 1 through 3						
5	The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f). . .						
6	Public support. Subtract line 5 from line 4.						

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶		(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
7	Amounts from line 4. . .						
8	Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources. . . .						
9	Net income from unrelated business activities, whether or not the business is regularly carried on. . .						
10	Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.). . .						
11	Total support. Add lines 7 through 10						
12	Gross receipts from related activities, etc. (see instructions)					12	
13	First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ▶ <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

14	Public support percentage for 2019 (line 6, column (f) divided by line 11, column (f))	14	
15	Public support percentage for 2018 Schedule A, Part II, line 14	15	
16a	33 1/3% support test—2019. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>		
b	33 1/3% support test—2018. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>		
17a	10%-facts-and-circumstances test—2019. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>		
b	10%-facts-and-circumstances test—2018. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ▶ <input type="checkbox"/>		
18	Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ▶ <input type="checkbox"/>		

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

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	5,646	3,964	6,158	12,173	10,380	38,321
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose	879,427	900,870	1,003,819	1,022,797	1,049,400	4,856,313
3 Gross receipts from activities that are not an unrelated trade or business under section 513						0
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						0
5 The value of services or facilities furnished by a governmental unit to the organization without charge						0
6 Total. Add lines 1 through 5	885,073	904,834	1,009,977	1,034,970	1,059,780	4,894,634
7a Amounts included on lines 1, 2, and 3 received from disqualified persons	0	0	0	0	0	0
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year.	0	0	0	0	0	0
c Add lines 7a and 7b.	0	0	0	0	0	0
8 Public support. (Subtract line 7c from line 6.)						4,894,634

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
9 Amounts from line 6.	885,073	904,834	1,009,977	1,034,970	1,059,780	4,894,634
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources.	14,462	13,404	8,042	11,282	12,248	59,438
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975.						0
c Add lines 10a and 10b.	14,462	13,404	8,042	11,282	12,248	59,438
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on.		113				113
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)	0	0	0	0	0	0
13 Total support. (Add lines 9, 10c, 11, and 12.)	899,535	918,351	1,018,019	1,046,252	1,072,028	4,954,185

14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here.**

Section C. Computation of Public Support Percentage

15 Public support percentage for 2019 (line 8, column (f) divided by line 13, column (f))	15	98.80 %
16 Public support percentage from 2018 Schedule A, Part III, line 15	16	98.73 %

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2019 (line 10c, column (f) divided by line 13, column (f))	17	1.20 %
18 Investment income percentage from 2018 Schedule A, Part III, line 17	18	1.26 %

19a 33 1/3% support tests—2019. 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% support tests—2018. 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 Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

		Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>		
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes" and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b	Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c	Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ) .</i>		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b	Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c	Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
b	Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings).</i>		

Part IV Supporting Organizations (continued)

		Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?		
a	A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?		
b	A family member of a person described in (a) above?		
c	A 35% controlled entity of a person described in (a) or (b) above? <i>If "Yes" to a, b, or c, provide detail in Part VI.</i>		

Section B. Type I Supporting Organizations

		Yes	No
1	Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>		
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised or controlled the supporting organization.</i>		

Section C. Type II Supporting Organizations

		Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>		

Section D. All Type III Supporting Organizations

		Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization (s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
3	By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		

Section E. Type III Functionally-Integrated Supporting Organizations

1	Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions):		
a	<input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
b	<input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c	<input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions)		
2	Activities Test. Answer (a) and (b) below.		
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>	Yes	No
b	Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>		
3	Parent of Supported Organizations. Answer (a) and (b) below.		
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>Provide details in Part VI.</i>		
b	Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1** Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6 and 7 from line 4)	8	
Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):	1	
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (explain in detail in Part VI):		
2	Acquisition indebtedness applicable to non-exempt use assets	2	
3	Subtract line 2 from line 1d	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	
Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions)		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in Part VI). See instructions	
7 Total annual distributions. Add lines 1 through 6.	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions	
9 Distributable amount for 2019 from Section C, line 6	
10 Line 8 amount divided by Line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2019	(iii) Distributable Amount for 2019
1 Distributable amount for 2019 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2019 (reasonable cause required-- explain in Part VI). See instructions.			
3 Excess distributions carryover, if any, to 2019:			
a From 2014.			
b From 2015.			
c From 2016.			
d From 2017.			
e From 2018.			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2019 distributable amount			
i Carryover from 2014 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4 Distributions for 2019 from Section D, line 7:			
\$			
a Applied to underdistributions of prior years			
b Applied to 2019 distributable amount			
c Remainder. Subtract lines 4a and 4b from 4.			
5 Remaining underdistributions for years prior to 2019, if any. Subtract lines 3g and 4a from line 2. If the amount is greater than zero, explain in Part VI . See instructions.			
6 Remaining underdistributions for 2019. Subtract lines 3h and 4b from line 1. If the amount is greater than zero, explain in Part VI . See instructions.			
7 Excess distributions carryover to 2020. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2015.			
b Excess from 2016.			
c Excess from 2017.			
d Excess from 2018.			
e Excess from 2019.			

Part VI Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions).

Facts And Circumstances Test

990 Schedule A, Supplemental Information

Return Reference	Explanation
Schedule A, Part III SUPPORT SCHEDULE FOR ORGANIZATIONS DESCRIBED IN SECTION 509 (A) (2)	PART III SCHEDULE A WAS COMPLETED IN THOUSANDS. PLEASE NOTE THAT THERE WAS NO IMPACT TO THE RESULTING PERCENTAGE COMPUTED.

SCHEDULE C
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Political Campaign and Lobbying Activities
For Organizations Exempt From Income Tax Under section 501(c) and section 527

▶Complete if the organization is described below. ▶Attach to Form 990 or Form 990-EZ.
▶Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2019
Open to Public Inspection

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

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

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

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

If the organization answered "Yes" on Form 990, Part IV, Line 5 (Proxy Tax) (see separate instructions) or Form 990-EZ, Part V, line 35c (Proxy Tax) (see separate instructions), then

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

Name of the organization College Board	Employer identification number 13-1623965
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Part I-A Complete if the organization is exempt under section 501(c) or is a section 527 organization.

1 Provide a description of the organization's direct and indirect political campaign activities in Part IV (see instructions for definition of "political campaign activities")

2 Political campaign activity expenditures (see instructions) ▶ \$ _____

3 Volunteer hours for political campaign activities (see instructions)

Part I-B Complete if the organization is exempt under section 501(c)(3).

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

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

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

4a Was a correction made? Yes No

b If "Yes," describe in Part IV.

Part I-C Complete if the organization is exempt under section 501(c), except section 501(c)(3).

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

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

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

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

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

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds. If none, enter -0-.	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-.
1				
2				
3				
4				
5				
6				

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

For each "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.

	(a)		(b)
	Yes	No	Amount
1 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:			
a Volunteers?	Yes		
b Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?	Yes		
c Media advertisements?		No	
d Mailings to members, legislators, or the public?		No	
e Publications, or published or broadcast statements?		No	
f Grants to other organizations for lobbying purposes?	Yes		5,000
g Direct contact with legislators, their staffs, government officials, or a legislative body?	Yes		2,527,285
h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?		No	
i Other activities?		No	
j Total. Add lines 1c through 1i			2,532,285
2a Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?		No	
b If "Yes," enter the amount of any tax incurred under section 4912			
c If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
d If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

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

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

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

1 Dues, assessments and similar amounts from members	1	
2 Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
a Current year	2a	
b Carryover from last year	2b	
c Total	2c	
3 Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues .	3	
4 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	
5 Taxable amount of lobbying and political expenditures (see instructions)	5	

Part IV Supplemental Information

Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated group list); Part II-A, lines 1 and 2 (see instructions), and Part II-B, line 1. Also, complete this part for any additional information.

Return Reference	Explanation
Schedule C, Part II-B, Line 1 DETAILED DESCRIPTION OF THE LOBBYING ACTIVITY	The College Board contacts legislators and their staff to provide data and statistics on K-12 education and college admissions and to encourage them to support appropriations for education.
Schedule C, Part II-B, Line 1 DETAILED DESCRIPTION OF THE LOBBYING ACTIVITY	The College Board contacts legislators and their staff to provide data and statistics on K-12 education and college admissions and to encourage them to support appropriations for education.

SCHEDULE D (Form 990)

Supplemental Financial Statements

OMB No. 1545-0047

2019

Open to Public Inspection

Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

Department of the Treasury Internal Revenue Service

Name of the organization College 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" on Form 990, Part IV, line 6.

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows 1-4: Total number at end of year, Aggregate value of contributions to (during year), Aggregate value of grants from (during year), Aggregate value at end of year.

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? Yes No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? Yes No

Part II Conservation Easements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

- 1 Purpose(s) of conservation easements held by the organization (check all that apply). Preservation of land for public use, Protection of natural habitat, Preservation of open space, Preservation of an historically important land area, Preservation of a certified historic structure.

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

Table with 2 columns: Held at the End of the Year. Rows 2a-2d: Total number of conservation easements, Total acreage restricted by conservation easements, Number of conservation easements on a certified historic structure included in (a), Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register.

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year

4 Number of states where property subject to conservation easement is located

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? Yes No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year \$

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? Yes No

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

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1 \$ (ii) Assets included in Form 990, Part X \$

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:

a Revenue included on Form 990, Part VIII, line 1 \$ b Assets included in Form 990, Part X \$

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

- 3** Using the organization's acquisition, 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 XIII.
- 5** During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? . . . **Yes** **No**

Part IV Escrow and Custodial Arrangements.

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

- 1a** Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? **Yes** **No**
- b** If "Yes," explain the arrangement in Part XIII and complete the following table:
- | | Amount |
|---|--------|
| 1c Beginning balance | |
| 1d Additions during the year | |
| 1e Distributions during the year | |
| 1f Ending balance | |
- 2a** Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? . . . **Yes** **No**
- b** If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII

Part V Endowment Funds.

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

- 2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a** Board designated or quasi-endowment ▶
 - b** Permanent endowment ▶
 - c** Temporarily restricted endowment ▶
- The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- | | | |
|--|---------------|-----------|
| | Yes | No |
| (i) unrelated organizations | 3a(i) | |
| (ii) related organizations | 3a(ii) | |
| b If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R? | 3b | |
- 4** Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements	71,309,410		28,527,094	42,782,316
d Equipment	116,176,611		67,423,398	48,753,213
e Other	11,640,768		3,072,914	8,567,854
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).) . . . ▶				100,103,383

Part VII Investments—Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other _____		
(A) NONPUBLICLY TRADED SECURITIES	44,845,354	
(B) PARTNERSHIPS	707,602,265	
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.)	752,447,619	

Part VIII Investments—Program Related.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, col.(B) line 13.)		

Part IX Other Assets.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col.(B) line 15.)	

Part X Other Liabilities.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col.(B) line 25.)	0

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	1,201,060,310
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	107,916,487
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	0
e	Add lines 2a through 2d	2e	107,916,487
3	Subtract line 2e from line 1	3	1,093,143,823
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1 :		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	15,277,353
b	Other (Describe in Part XIII.)	4b	-523,969
c	Add lines 4a and 4b	4c	14,753,384
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)	5	1,107,897,207

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	1,034,551,350
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	0
e	Add lines 2a through 2d	2e	0
3	Subtract line 2e from line 1	3	1,034,551,350
4	Amounts included on Form 990, Part IX, line 25, but not on line 1 :		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	15,277,353
b	Other (Describe in Part XIII.)	4b	-523,969
c	Add lines 4a and 4b	4c	14,753,384
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)	5	1,049,304,734

Part XIII Supplemental Information

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

Return Reference	Explanation
See Additional Data Table	

Part XIII Supplemental Information *(continued)*

Return Reference	Explanation

Additional Data

Software ID: 19010655
Software Version: 2019v5.0
EIN: 13-1623965
Name: College Board

Supplemental Information

Return Reference	Explanation
Schedule D, Part X, Line 2 FIN 48 (ASC 740) footnote	Deferred tax assets and liabilities are measured using enacted tax rates expected to apply to taxable income in the years in which the temporary differences are expected to be recovered or settled. The effect on deferred tax assets and liabilities of a change in tax rates is recognized in income in the period that includes the enactment date. The Board recognizes in the financial statements only those tax positions determined to be more likely than not of being sustained upon examination, based on the technical merits of the positions under the presumption that the taxing authorities have full knowledge of all relevant facts. The determination of which tax positions are more likely than not of being sustained requires the use of significant judgments and estimates by management, which may or may not be borne out by actual results. As of December 31, 2019, the Board had no reserves for uncertain tax provisions.

Supplemental Information

Return Reference	Explanation
Schedule D, Part XI, Line 4(b) Other revenues in form 990 not in audited financial statements	Loss from subleases netted against rent expense in financial statements - -523969

Supplemental Information

Return Reference	Explanation
Schedule D, Part XII, Line 4(b) Other expenses in form 990 not in audited financial statements	Loss from subleases netted against rent expense in financial statements - -523969

**SCHEDULE F
(Form 990)**

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 14b, 15, or 16.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2019

Open to Public Inspection

Name of the organization
College Board

Employer identification number
13-1623965

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

- 1 For grantmakers.** Does the organization maintain records to substantiate the amount of its grants and other 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 V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.
- 3** Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region	(f) Total expenditures for and investments in the region
See Add'l Data					
3a Sub-total	0	1			9,970,744
b Total from continuation sheets to Part I	0	0			155,361,402
c Totals (add lines 3a and 3b)	0	1			165,332,146

Part II Grants and Other Assistance to Organizations or Entities Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (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 noncash assistance	(h) Description of noncash assistance	(i) Method of valuation (book, FMV, appraisal, other)

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

Part IV Foreign Forms

- 1 Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* Yes No
- 2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A; don't file with Form 990)* Yes No
- 3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons with Respect to Certain Foreign Corporations. (see Instructions for Form 5471)* Yes No
- 4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund. (see Instructions for Form 8621)* . Yes No
- 5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons with Respect to Certain Foreign Partnerships (see Instructions for Form 8865)* Yes No
- 6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see Instructions for Form 5713; don't file with Form 990).* Yes No

Additional Data

Software ID: 19010655

Software Version: 2019v5.0

EIN: 13-1623965

Name: College Board

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

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
Central America and the Caribbean			Program Services	EDUCATIONAL CONFERENCES	2,196
East Asia and the Pacific			Program Services	TESTING	2,806,751

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

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
East Asia and the Pacific			Program Services	EDUCATIONAL CONFERENCES	240,878
East Asia and the Pacific			Program Services	WORKSHOPS	361,381

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

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
Europe (Including Iceland and Greenland)			Program Services	TESTING	2,517,546
Europe (Including Iceland and Greenland)			Program Services	EDUCATIONAL CONFERENCES	51,269

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

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
Europe (Including Iceland and Greenland)			Program Services	WORKSHOPS	12,343
Middle East and North Africa			Program Services	TESTING	2,897,641

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

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
Middle East and North Africa			Program Services	EDUCATIONAL CONFERENCES	76,603
North America (Canada & Mexico only)		1	Program Services	EDUCATIONAL CONFERENCES	153,316

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

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
Russia and Neighboring States			Program Services	TESTING	25,952
South America			Program Services	TESTING	430,560

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

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
South Asia			Program Services	EDUCATIONAL CONFERENCES	252,010
Sub-Saharan Africa			Program Services	EDUCATIONAL CONFERENCES	23,382

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

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
Middle East and North Africa			Program Services	WORKSHOPS	42,640
North America (Canada & Mexico only)			Program Services	WORKSHOPS	76,276

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

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
Russia and Neighboring States			Program Services	EDUCATIONAL CONFERENCES	9,047
South Asia			Program Services	TESTING	653,874

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

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
Central America and the Caribbean			Investments		149,337,792
Europe (Including Iceland and Greenland)			Investments		611,687

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

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
North America (Canada & Mexico only)			Investments		2,773,798
South Asia			Investments		8,729

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

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
South America			Program Services	educational conferences	17,660
Russia and Neighboring States			Program Services	WORKSHOPS	4,237

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

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
South America			Program Services	WORKSHOPS	6,509
North America (Canada & Mexico only)			Program Services	TESTING	1,938,069

Note: To capture the full content of this document, please select landscape mode (11" x 8.5") when printing.

Schedule I (Form 990)

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

OMB No. 1545-0047

2019

Open to Public Inspection

Department of the Treasury Internal Revenue Service Name of the organization College Board

Complete if the organization answered "Yes," on Form 990, Part IV, line 21 or 22. Attach to Form 990. Go to www.irs.gov/Form990 for the latest information.

Employer identification number 13-1623965

Part I General Information on Grants and Assistance

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance...
2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000.

Table with 8 columns: (a) Name and address of organization, (b) EIN, (c) IRC section, (d) Amount of cash grant, (e) Amount of non-cash assistance, (f) Method of valuation, (g) Description of noncash assistance, (h) Purpose of grant or assistance. Rows 1-12.

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table 50
3 Enter total number of other organizations listed in the line 1 table 15

Part III Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22.

Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of noncash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
(1) AP SUMMER INSTITUTE SCHOLARSHIPS FOR TEACHERS	829	488,590			
(2) COLLEGIANCE PRIZE	10	17,500			
(3) COLLEGE BOARD OPPORTUNITY SCHOLARSHIP FUND	3065	2,686,000			
(4) PRIZE ACADEMIC EXCELLENCE AWARDS DR. A. FORTI	34	5,250			
(4)					
(5)					
(6)					
(7)					

Part IV Supplemental Information. Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

Return Reference	Explanation
Schedule I, Part I, Line 2 Procedures for monitoring use of grant funds.	THE COLLEGE BOARD MAINTAINS ACCURATE RECORDS OF THE AMOUNTS OF GRANTS IN ACCORDANCE WITH GAAP, DOCUMENTS SELECTION CRITERIA AND ELIGIBILITY, AND MONITORS USE OF GRANT FUNDS.

Additional Data

Software ID: 19010655
Software Version: 2019v5.0
EIN: 13-1623965
Name: College Board

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
National Rural Educators Association 615 McCallie Avenue Hunter Hall 212 Chattanooga, TN 37403	23-7033384	501c3	100,000				sponsorship
Hispanic Scholarship Fund 1411 W 190th Street Suite 700 Gardena, CA 90248	52-1051044	501c3	48,000				sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
MLT-Management Leadership for Tomorrow 7201 Wisconsin Avenue Suite 400 Bethesda, MD 20814	52-1795164	501c3	8,000				sponsorship
National College Advising Corporation 301 W Barbee Chapel Rd Ste 210 Chapel Hill, NC 27517	46-1192687	501c3	25,000				support for leadership conference

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Year Up Inc 45 Milk Street Boston, MA 02109	04-3534407	501c3	6,960				general operating support
Braven 171 N Aberdeen Street Suite 400 Chicago, IL 60607	46-4340594	501c3	31,355				Employer sponsor of mentorship programs

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Save the Children Federation 501 Kings Highway East Suite 400 Fairfield, CT 06824	06-0726487	501c3	10,726				general operating support
Center of Educational Excellence in Alternative Settings 1361 Locust Road NW Washington, DC 20012	45-0757820	501c3	12,782				general operating support

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Tragedy Assistance Program for Survivors 3033 Wilson Blvd Suite 630 Arlington, VA 22201	92-0152268	501c3	9,027				general operating support
Rare 1310 N Courthouse Road Suite 110 Arlington, VA 22201	23-7380563	501c3	14,000				general operating support

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Generation Hope 415 Michigan Avenue NE Suite 250 Washington, DC 20017	27-3554088	501c3	8,000				sponsorship
Academy for Teachers 10 West 90th Street No 9 New York, NY 10024	45-4681404	501c3	14,000				sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Spelman College 350 Spelman Lane SW Box 1551 Atlanta, GA 30314	58-0566243	501c3	100,000				scholarship
Common Application 3003 Washington Boulevard Suite 1000 Arlington, VA 22201	91-2170737	501c3	50,000				college guidance

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
North Valley Community Foundation 240 Main Street Suite 260 Chico, CA 95928	68-0161455	501c3	10,000				disaster relief & recovery
Bottom Line Inc 50 Milk Street 16th Floor Boston, MA 02109	04-3351427	501c3	13,000				sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Council of African American Parents 23535 Palmonino Drive 243 Diamond Bar, CA 91765	95-4453930	501c3	10,000				scholarships
Katy Independent School District PO Box 159 Katy, TX 77492	74-6001484	115	10,000				teacher training

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Moreno Valley Unified School District 25637 Alessandro Blvd Moreno Valley, CA 92553	52-1770792	115	10,000				teacher training
Fenton Community High School District 100 1000 W Green Street Bensenville, IL 60106	36-6004534	115	10,000				teacher training

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
National Association for College Admission Counseling 1050 N Highland Street Suite 400 Arlington, VA 22201	26-1909449	501c3	25,000				Sponsorship
American Political Science Association 1527 New Hampshire Avenue NW Washington, DC 200361206	53-0200001	501c3	6,500				Sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Association for the Advancement of International Education Inc 15 Roszel Rd Princeton, NJ 08540	23-7168267	501c3	7,500				Sponsorship
East Asia Regional Council of Schools Inc 15 Roszel Road Princeton, NJ 08543	98-0043154	501c3	6,000				Sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Fortune Media USA Corp 255 Liberty Street New York, NY 10281	32-0585729		100,000				Sponsorship
The Museum of Language Arts 1300 I Street NW Suite 400E Washington, DC 20005	46-4894732	501c3	100,000				Sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Illinois Principals Association 2940 Baker Drive Springfield, IL 62703	36-2739730	501c6	10,000				Sponsorship
New York State Council of School Superintendents 7 Elk Street 3rd Floor Albany, NY 12207	14-6046622	501c6	8,242				Sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Texas Association of School Administrators 406 East 11 Street Austin, TX 78701	74-1540525	501c6	25,000				Sponsorship
National College Resources FDTN 750 N Diamond Bar Blvd Ste 208 Diamond Bar, CA 91765	86-1120719	501c3	25,000				Sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
CA Congress of Parents Teachers & Students Inc 2327 L Street Sacramento, CA 95816	95-1683870	501c3	15,000				Sponsorship
KVIE Inc 2030 W El Camino Avenue Sacramento, CA 95833	94-1421463	501c3	10,000				Sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
California County Superintendents Educational Service Association 1121 L Street 510 Sacramento, CA 25000	68-0132885	501c3	25,000				Sponsorship
Florida Association of District School Superintendents 208 South Monroe Street Tallahassee, FL 32301	23-7078350	501c6	20,000				Sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Confederation of Oregon School Administrators 707 13th Street Suite 100 SAlem, OR 97301	93-0633354	501c6	15,500				Sponsorship
Idaho Association of School Administrators Inc 777 S Latah Street Boise, ID 83705	82-0365466	501c6	6,000				Sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Tennessee Organization of School Superintendents 401 Church Street Nashville, TN 37219	62-1551625	501c6	25,000				Sponsorship
Colorado Association of School Executives 2253 S Oneida Street Suite 201 Denver, CO 80224	84-0594444	501c6	17,500				Sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Education Commission of the States 700 N Broadway Suite 810 Denver, CO 80203	31-0722194	501c3	80,000				Sponsorship
National Rural Educators Association 615 McCallie Avenue Hunter Hall 212 Chattanooga, TN 37403	23-7033384	501c3	25,000				Sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Atlantic Monthly Group Inc The Watergate 600 New Hampshire Avenue NW Washington, DC 20037	04-3483736		100,000				Sponsorship
Military Child Education Coalition 909 Mountain Lion Circle Harker Heights, TX 76548	74-2889416	501c3	40,000				Sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Foundation for Excellence in Education PO Box 10691 Tallahassee, FL 32302	26-0615175	501c3	100,000				Sponsorship
New Venture Fund 1201 Connecticut Avenue NW Suite 300 Washington, DC 20036	20-5806345	501c3	15,000				Sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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DC Public Education Fund 3407 14th Street NW Washington, DC 20010	26-1607955	501c3	10,000				Sponsorship
America's Promise Alliance 1110 Vermont Avenue NW Suite 900 Washington, DC 20005	54-1848713	501c3	25,000				Sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
State Government Leadership Foundation 1201 F Street NW Suite 675 Washington, DC 20004	20-0505849	501c6	50,000				Membership
Policy Innovators in Education Network 510 1st Avenue North Suite 408 Minneapolis, MN 55403	27-5550971	501c3	30,000				Sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
National Alliance for Public Charter Schools 1101 15th Street NW Suite 1010 Washington, DC 20005	30-0274709	501c3	75,000				Sponsorship
Rural School and Community Trust Trust 1615 Duke Street Alexandria, VA 22314	56-1924246	501c3	100,000				Sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Black Economic Alliance Foundation 700 13th Street NW Suite 600 Washington, DC 20005	83-3790370	501c3	10,000				Sponsorship
Congressional Hispanic Caucus Institute 1128 16th Street NW Washington, DC 20036	52-1114225	501c3	10,000				Sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
NAACP Miami Dade PO Box 54315 OpaLocka, FL 33054	59-1089900	501c3	10,000				Sponsorship
WA Association of School Administrators 825 5th Avenue SE Olympia, WA 98501	23-7122918	501c6	10,500				Sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Council of Chief State School Officers One Massachusetts Avenue NW Suite 700 Washington, DC 20001	53-0198090	501c3	83,000				Sponsorship
North Carolina Association of School Administrators 333 Fayetteville Street Raleigh, NC 27601	56-1213627	501c6	15,000				Sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Michigan Institute for Educational Management 1001 Centennial Way Suite 300 Lansing, MI 489179279		501c3	11,000				Sponsorship
Michigan Association of Secondary School Principals 1001 Centennial Way Suite 100 Lansing, MI 48917	38-1624760	501c6	10,000				Sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Western Interstate Commission for Higher Education 3035 Ctr Green Suite 200 Boulder, CO 80301	84-6008945	501c3	10,000				Sponsorship
National College Access Network 1001 Connecticut Avenue NW 300 Washinigton, DC 20036	31-1793562	501c3	25,000				Sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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Steppingstone Foundation Inc 155 Federal Street Suite 800 Boston, MA 02110	04-3086666	501c3	15,000				Sponsorship
American School Counselor Association 1101 King Street Suite 310 Alexandria, VA 22314	51-0237968	501c3	30,000				Sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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American College of Computer & Information Sciences 118 Blood Road Townsend, MA 01474	20-8449896		6,000				Sponsorship
NATIONAL ASSOCIATION OF STUDENT PERSONNEL ADMINISTRATORS INC 111 K ST NE NO 10 FL WASHINGTON, DC 20002	52-1542164	501C3	7,000				sponsorship

Form 990, Schedule I, Part II, Grants and Other Assistance to Domestic Organizations and Domestic Governments.

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NATIONAL CENTER FOR YOUTH ISSUES PO BOX 22185 CHATTANOOGA, TN 374222185	62-1132218	501C3	5,750				sponsorship

Schedule J
(Form 990)

Department of the Treasury
Internal Revenue Service

Compensation Information

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

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2019

Open to Public Inspection

Name of the organization
College Board

Employer identification number
13-1623965

Part I Questions Regarding Compensation

	Yes	No
1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.		
<input checked="" type="checkbox"/> First-class or charter travel		
<input type="checkbox"/> Travel for companions		
<input type="checkbox"/> Tax idemnification and gross-up payments		
<input type="checkbox"/> Discretionary spending account		
<input type="checkbox"/> Housing allowance or residence for personal use		
<input type="checkbox"/> Payments for business use of personal residence		
<input type="checkbox"/> Health or social club dues or initiation fees		
<input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef)		
b If any of the boxes on Line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain	1b Yes	
2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked on Line 1a?	2 Yes	
3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.		
<input checked="" type="checkbox"/> Compensation committee		
<input checked="" type="checkbox"/> Independent compensation consultant		
<input checked="" type="checkbox"/> Form 990 of other organizations		
<input checked="" type="checkbox"/> Written employment contract		
<input checked="" type="checkbox"/> Compensation survey or study		
<input checked="" type="checkbox"/> Approval by the board or compensation committee		
4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:		
a Receive a severance payment or change-of-control payment?	4a	No
b Participate in, or receive payment from, a supplemental nonqualified retirement plan?	4b Yes	
c Participate in, or receive payment from, an equity-based compensation arrangement?	4c	No
If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.		
Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.		
5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:		
a The organization?	5a	No
b Any related organization?	5b	No
If "Yes," on line 5a or 5b, describe in Part III.		
6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:		
a The organization?	6a	No
b Any related organization?	6b	No
If "Yes," on line 6a or 6b, describe in Part III.		
7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described in lines 5 and 6? If "Yes," describe in Part III.	7	No
8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III.	8	No
9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?	9	

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

Return Reference	Explanation
Schedule J, Part I, Line 1a First-class or charter travel	FIRST CLASS TRAVEL IS USED BY 3 OFFICERS, AND IS ALLOWED FOR FLIGHTS GREATER THAN 8 HOURS FOR BOARD MEMBERS, THE EXECUTIVE LEADERSHIP COMMITTEE AND THE VP OF INTERNATIONAL AND IS EXCLUDED FROM TAXABLE COMPENSATION IN ACCORDANCE WITH IRC SEC. 274.
Schedule J, Part I, Line 4b Supplemental nonqualified retirement plan	Deferred compensation was accrued but not paid to the following: David Coleman \$200,000 Jeremy Singer \$125,000 Stefanie Sanford \$125,000 John McGrath \$125,000

Additional Data

Software ID: 19010655
Software Version: 2019v5.0
EIN: 13-1623965
Name: College Board

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

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1 DAVID COLEMAN CEO/TRUSTEE	(i)	859,347	480,272	78,419	236,400	23,343	1,677,781	0
	(ii)	0	0	0	0	0	0	0
1 STEFANIE SANFORD CHIEF OF GLOBAL POLICY, ADVOCACY & COMMUNICATIONS	(i)	421,070	47,080	19,615	161,400	7,866	657,031	0
	(ii)	0	0	0	0	0	0	0
2 JAMES MONTOYA SEC'Y & CHIEF OF MEMBERSHIP, GOVERNANCE, & GLOBAL HIGHER ED	(i)	384,331	87,698	19,307	36,400	10,461	538,197	0
	(ii)	0	0	0	0	0	0	0
3 THERESA SHAW SENIOR VICE PRESIDENT AND CHIEF INFORMATION OFFICER	(i)	410,517	94,822	20,441	36,400	16,037	578,217	0
	(ii)	0	0	0	0	0	0	0
4 JEREMY SINGER PRESIDENT	(i)	679,612	161,592	69,596	161,400	28,375	1,100,575	0
	(ii)	0	0	0	0	0	0	0
5 PETER SCHWARTZ CHIEF RISK OFFICER & GENERAL COUNSEL	(i)	394,749	90,327	16,629	36,400	5,741	543,846	0
	(ii)	0	0	0	0	0	0	0
6 MARTHA STRATIS CHIEF ACCOUNTING OFFICER AND TREASURER	(i)	251,985	27,298	7,555	33,067	2,380	322,285	0
	(ii)	0	0	0	0	0	0	0
7 TREVOR PACKER SVP, AP PROGRAMS	(i)	413,182	92,393	18,560	36,400	7,811	568,346	0
	(ii)	0	0	0	0	0	0	0
8 STEVE BUMBAUGH SVP, COLLEGE AND CAREER ACCESS	(i)	366,666	84,182	13,012	36,400	23,343	523,603	0
	(ii)	0	0	0	0	0	0	0
9 JOHN MCGRATH SVP, Communications & Marketing Communications	(i)	344,988	39,646	10,134	161,400	23,343	579,511	0
	(ii)	0	0	0	0	0	0	0
10 AUDITI CHAKRAVARTY VICE PRESIDENT, SPRINGBOARD & 6-12 PROGRAMS	(i)	328,247	32,817	7,168	36,400	8,966	413,598	0
	(ii)	0	0	0	0	0	0	0
11 JEFF OLSON VICE PRESIDENT, CHIEF DATA OFFICER	(i)	338,306	52,254	814	36,400	25,725	453,499	0
	(ii)	0	0	0	0	0	0	0
12 TRACIE MACMAHON SVP, OPERATIONS	(i)	323,897	75,134	7,554	28,000	25,993	460,578	0
	(ii)	0	0	0	0	0	0	0
13 Connie Betterton Vice President, HE Access and Strategy	(i)	299,751	51,240	17,689	36,400	1,311	406,391	0
	(ii)	0	0	0	0	0	0	0
14 TODD HUSTON SR. VP, STATE AND DISTRICT PARTNERS RECLASSIFIED AS NON-OFFICER	(i)	359,464	78,657	22,617	36,400	25,143	522,281	0
	(ii)	0	0	0	0	0	0	0
15 CYN DIE SCHMEISER CHIEF OF ASSESSMENT	(i)	357,195	18,500	15,760	36,400	18,745	446,600	0
	(ii)	0	0	0	0	0	0	0

SCHEDULE O
(Form 990 or 990-EZ)**Supplemental Information to Form 990 or 990-EZ**

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

▶ Attach to Form 990 or 990-EZ.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2019**Open to Public Inspection**

Department of the Treasury

Name of the organization
College Board

Employer identification number

13-1623965

990 Schedule O, Supplemental Information

Return Reference	Explanation
Form 990, Part III, Line 4d Description of other program services	(Expenses \$ 48,835,364 including grants of \$ 301,789)(Revenue \$ 25,511,909) Other Services Research & Advocacy - The College Board's Research and Advocacy efforts are related primarily to the areas of college preparation and access, college affordability and financial aid, college admission and completion, and the importance of teachers and school counselors . Membership - The College Board works to strengthen relationships among members to achieve our shared goals through programs, services, and large-scale conferences, and seeks to foster community, expand knowledge, and enhance the education profession. Puerto Rico and Latin America - Assessment and educational services.

990 Schedule O, Supplemental Information

Return Reference	Explanation
Form 990, Part VI, Line 4 Significant changes to organizational documents	Legal name change to "College Board"

990 Schedule O, Supplemental Information

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

990 Schedule O, Supplemental Information

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

990 Schedule O, Supplemental Information

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

990 Schedule O, Supplemental Information

Return Reference	Explanation
Form 990, Part VI, Line 11b Review of form 990 by governing body	The 990 is reviewed by the Tax Director, the College Board's public accounting firm, the Chief Accounting Officer & Treasurer, members of the senior management team, and the Audit Advisory Committee of the Board of Trustees before it is provided to the Board of Trustees for approval.

990 Schedule O, Supplemental Information

Return Reference	Explanation
Form 990, Part VI, Line 12c Conflict of interest policy	Annual Disclosure Statement - Each year, the College Board provides the Trustees, Officers, and Executive Directors "The College Board Conflict of Interest and Related Party Transaction Policy (Conflict of Interest Policy)" and requires them to sign annual disclosure statements, which are reviewed by the College Board Offices of the Secretary and General Counsel. The College Board Conflict of Interest Policy requires employees to report actual and potential conflicts in writing. A violation will result in immediate discipline, up to and including removal from the position or termination of employment. An Internet based ethics and compliance reporting system and a call center are also available for both employees and non-employees to raise concerns in an anonymous and confidential manner. Reports submitted are reviewed by the College Board Office of the General Counsel.

990 Schedule O, Supplemental Information

Return Reference	Explanation
Form 990, Part VI, Line 15a Process to establish compensation of top management official	The process for determining compensation for the organization's officers and top management is modeled after the requirements in the IRS Code Section 4958 to establish the presumption of reasonable compensation. Compensation was reviewed and recommended in advance of being paid by the Trustee Committee on Human Resources and Compensation and then approved by the Trustee Executive Committee. Both Committees are comprised of individuals who have no conflict of interest. Each year, the Trustee Committee on Human Resources and Compensation engages an independent third-party executive compensation consultant who provides comparable market data. The last year this data was provided is 2019. The compensation of the officers and top management is determined based on the market data. The Trustee Committee on Human Resources and Compensation conducted a review of the comparability data and documented its discussion and decisions in minutes that are retained with the organization's other governance materials.

990 Schedule O, Supplemental Information

Return Reference	Explanation
Form 990, Part VI, Line 15b Process to establish compensation of other employees	<p>The process for determining compensation for the organization's officers and top management is modeled after the requirements in the IRS Code Section 4958 to establish the presumption of reasonable compensation. Compensation was reviewed and recommended in advance of being paid by the Trustee Committee on Human Resources and Compensation and then approved by the Trustee Executive Committee. Both Committees are comprised of individuals who have no conflict of interest. Each year, the Trustee Committee on Human Resources and Compensation engages an independent third-party executive compensation consultant who provides comparable market data. The last year this data was provided is 2019. The compensation of the officers and top management is determined based on the market data. The Trustee Committee on Human Resources and Compensation conducted a review of the comparability data and documented its discussion and decisions in minutes that are retained with the organization's other governance materials.</p>

990 Schedule O, Supplemental Information

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

990 Schedule O, Supplemental Information

Return Reference	Explanation
Form 990, Part XI, Line 9 Other changes in net assets or fund balances	Release of Temporarily Restricted Net Assets - -4145824; Post Retirement Benefits - -6633680;

**SCHEDULE R
(Form 990)**

Related Organizations and Unrelated Partnerships

OMB No. 1545-0047

2019

**Open to Public
Inspection**

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.**
▶ **Attach to Form 990.**
▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

Department of the Treasury
Internal Revenue Service

Name of the organization
College Board

Employer identification number

13-1623965

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

(a) Name, address, and EIN (if applicable) 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
(1) College Board Holding LLC 250 Vesey St New York, NY 10281 83-2537198	Holding Company	DE		3,055	College Board

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

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

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income(related, unrelated, excluded from tax under sections 512- 514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
(1) College Board India Global Alliance LLP 11th Floor Tower A DLF Tower Jasola Jasola District Centre, New Delhi, Delhi 110025 IN	Marketing	IN	College Board	Related				No		Yes		

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of- year assets	(h) Percentage ownership	(i) Section 512(b) (13) controlled entity?	
								Yes	No

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

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

	Yes	No
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, or (iv) rent from a controlled entity		No
b Gift, grant, or capital contribution to related organization(s)	Yes	
c Gift, grant, or capital contribution from related organization(s)		No
d Loans or loan guarantees to or for related organization(s)		No
e Loans or loan guarantees by related organization(s)		No
f Dividends from related organization(s)		No
g Sale of assets to related organization(s)		No
h Purchase of assets from related organization(s)		No
i Exchange of assets with related organization(s)		No
j Lease of facilities, equipment, or other assets to related organization(s)		No
k Lease of facilities, equipment, or other assets from related organization(s)		No
l Performance of services or membership or fundraising solicitations for related organization(s)	Yes	
m Performance of services or membership or fundraising solicitations by related organization(s)	Yes	
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	Yes	
o Sharing of paid employees with related organization(s)	Yes	
p Reimbursement paid to related organization(s) for expenses		No
q Reimbursement paid by related organization(s) for expenses		No
r Other transfer of cash or property to related organization(s)	Yes	
s Other transfer of cash or property from related organization(s)		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 related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1) College Board India Global Alliance LLP	B	290,316	accrual
(2) College Board India Global Alliance LLP	M	393,822	accrual

Part VII **Supplemental Information**

Provide additional information for responses to questions on Schedule R. (see instructions).

Return Reference	Explanation