

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

**Return of Organization Exempt From Income Tax**  
 Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)  
 The organization may have to use a copy of this return to satisfy state reporting requirements

OMB No 1545-0047  
**2009**  
**Open to Public Inspection**

**A For the 2009 calendar year, or tax year beginning 01-01-2009 and ending 12-31-2009**

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

**C** Name of organization: Educational Testing Service  
 Doing Business As:  
 Number and street (or P O box if mail is not delivered to street address) Room/suite: Rosedale Road MS 56D  
 City or town, state or country, and ZIP + 4: Princeton, NJ 08541

**D** Employer identification number: 21-0634479  
**E** Telephone number: (609) 921-9000  
**G** Gross receipts \$ 960,992,636

**F** Name and address of principal officer:  
 Frank R Gatti  
 Rosedale Road MS 56D  
 Princeton, NJ 08541

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

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

**J** Website: ▶ www.ets.org

**K** Form of organization:  Corporation  Trust  Association  Other ▶  
**L** Year of formation: 1947 **M** State of legal domicile: NY

**Part I Summary**

<b>Activities &amp; Governance</b>	<b>1</b> Briefly describe the organization's mission or most significant activities See Page 2, Part III, Question 1		
	<b>2</b> Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets		
	<b>3</b> Number of voting members of the governing body (Part VI, line 1a)	<b>3</b>	18
	<b>4</b> Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b>	17
	<b>5</b> Total number of employees (Part V, line 2a)	<b>5</b>	18,286
	<b>6</b> Total number of volunteers (estimate if necessary)	<b>6</b>	0
	<b>7a</b> Total gross unrelated business revenue from Part VIII, column (C), line 12	<b>7a</b>	15,310,618
<b>b</b> Net unrelated business taxable income from Form 990-T, line 34	<b>7b</b>	-4,876,596	
<b>Revenue</b>	<b>8</b> Contributions and grants (Part VIII, line 1h)	<b>Prior Year</b>	<b>Current Year</b>
	<b>9</b> Program service revenue (Part VIII, line 2g)	7,448,670	8,866,276
	<b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)	835,128,581	848,400,524
	<b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	-1,247,559	-2,746,975
	<b>12</b> Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	45,833,051	51,076,549
		887,162,743	905,596,374
<b>Expenses</b>	<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1–3)	1,303,052	1,573,957
	<b>14</b> Benefits paid to or for members (Part IX, column (A), line 4)		0
	<b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	255,096,916	282,270,130
	<b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e)		0
	<b>b</b> Total fundraising expenses (Part IX, column (D), line 25) ▶ <sup>0</sup>		
	<b>17</b> Other expenses (Part IX, column (A), lines 11a–11d, 11f–24f)	633,200,485	614,333,761
<b>18</b> Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)	889,600,453	898,177,848	
<b>19</b> Revenue less expenses Subtract line 18 from line 12	-2,437,710	7,418,526	
<b>Net Assets or Fund Balances</b>		<b>Beginning of Current Year</b>	<b>End of Year</b>
	<b>20</b> Total assets (Part X, line 16)	518,052,199	569,626,943
	<b>21</b> Total liabilities (Part X, line 26)	282,275,918	300,876,169
<b>22</b> Net assets or fund balances Subtract line 21 from line 20	235,776,281	268,750,774	

**Part II Signature Block**

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

Signature of officer: \_\_\_\_\_ Date: 2010-11-11  
 Frank R Gatti Chief Financial Officer & SVP  
 Type or print name and title

**Paid Preparer's Use Only**

Preparer's signature: \_\_\_\_\_ Date: \_\_\_\_\_ Check if self-employed   
 Firm's name (or yours if self-employed), address, and ZIP + 4: Deloitte Tax LLP, 2 World Financial Center, New York, NY 10281  
 Preparer's identifying number (see instructions): \_\_\_\_\_ EIN: \_\_\_\_\_ Phone no: (212) 436-2000

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

**Part III Statement of Program Service Accomplishments**

**1** Briefly describe the organization's mission

Educational Testing Service (ETS) was incorporated in 1947 by the Board of Regents for the Education Department of the State of New York as an educational organization to engage in research, services and other activities in the field of educational testing MISSION Our mission is to help advance quality and equity in education by providing fair and valid assessments, research and related services Our products and services measure knowledge and skills, promote learning and performance, and support education and professional development for all people worldwide VISION ETS will be recognized as the global leader in providing fair and valid assessments, research and related products and services to help individuals make successful educational and career transitions throughout their lives, parents understand and use assessments and related products to help their children reach their full potential and teachers improve their practice through assessment and professional development

**2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?  Yes  No  
If "Yes," describe these new services on Schedule O

**3** Did the organization cease conducting, or make significant changes in how it conducts, any program services?  Yes  No  
If "Yes," describe these changes on Schedule O

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

**4a** (Code ) (Expenses \$ 276,112,604 including grants of \$ ) (Revenue \$ 468,964,568 )  
Higher Education & School Assessments (HESA) ETS provides services that relate to the testing of pre-college students and assisting in the transition from high school to college and to advanced college degrees Such services include designing, developing, administering, scoring and reporting for the SAT Reasoning test (SAT I and SAT II), the Preliminary SAT/National Merit Scholarship Qualifying Test (PSAT/NMSQT), the Advanced Placement Program (AP), and the College Level Examination Program (CLEP) on behalf of the College Board The SAT and PSAT tests are designed to measure verbal and mathematical ability, as well as to assess knowledge in subject specific test areas Beginning with the March 2005 administration, the SAT also measures writing ability Along with high school records, these tests are used by colleges and universities in their admission evaluations as key predictors of likely academic success The AP program offers detailed course descriptions and examinations for introductory advanced placement or credit when students enter college CLEP is a college-by-credit examination program for persons of any age to demonstrate college level knowledge In 2009, approximately 10 million tests were administered on behalf of the College Board College & Graduate Programs (CGP) This division of ETS supervises the test development, test administration (primarily in a computer based testing environment), and scoring and reporting services for a graduate admissions testing program The Graduate Records Examination (GRE) tests verbal, quantitative and writing skills as well as selected subject areas, which are used to supplement the college records of students applying for admissions to graduate departments ETS has established the GRE policy council made up of public academic leaders and graduate school deans to provide direction for the program In 2009, approximately 675 thousand applicants took the GRE test and/or services Teacher Licensure & Certification (TLC) TLC is significantly involved in the assessment, teaching and certification of teachers through its innovative PRAXIS Series PRAXIS I measures a candidates basic teaching skills, while PRAXIS II involves the assessment of teaching and performance skills in the classroom In addition, ETS is responsible for the development and delivery of assessments on behalf of the Texas Education Agency (TEA) These tests are delivered in a computer-based environment with some continuing paper & pencil testing In 2009 approximately 1.1 million applicants participated in these tests and/or these services (PRAXIS Series and TEA assessments) National Assessment of Educational Progress (NAEP) Considered the Nations Report Card, NAEP is a continuing series of academic content assessments of samples of students mandated by Congress and implemented by the National Center for Education Statistics ETS has held primary contracts for NAEP since 1983 ETS is responsible for the overall coordination, development of background questionnaires, test development, assessment design, test book preparation, data analysis and report preparation in print on the NAEP website All of the activities described above are classified as related activities, due to their role in educational assessment

**4b** (Code ) (Expenses \$ 145,995,188 including grants of \$ ) (Revenue \$ 172,896,949 )  
Global Division is responsible for carrying out ETSs mission in markets outside the United States providing products and services that measure knowledge and skills, promote learning and performance and support education and professional development Global offers consultation and technical assistance in support of building capacity for ministries of education, colleges and universities, and national testing agencies worldwide The Global Institute provides instruction to education leaders, college and university staff, government officials and representatives of testing agencies both at its Princeton headquarters as well as in region In addition, Global designs, develops and delivers English language and student learning tests and assessments A college-level testing program developed and administered by ETS is the Test of English as a Foreign Language (TOEFL), a test designed to measure the English proficiency of students whose native language is not English The test is required by many domestic universities to evaluate the ability of international students to pursue education on an English-speaking campus ETS has established the TOEFL policy council, made up of public academic leaders and graduate school deans to provide direction for the program The program is primarily administered in a computer-based environment with some paper-based testing Global oversees the administration of the Test of English in International Communication (TOEIC), a test of the ability of non-native English-speaking people to use English in everyday work activities TOEIC is delivered in a paper-based format as well as a computer-based environment In addition, Global has a custom assessment group dedicated to responding to international bids or client requests for educational services, a channel group which manages iBT test centers and the preferred associate (vendor) network, a partnership implementation group, a network planning group, and a client relations group

**4c** (Code ) (Expenses \$ 366,546,066 including grants of \$ ) (Revenue \$ 206,539,007 )  
Elementary and Secondary Education (K12 Assessments and K12 Learning and Development), Research & Development, National Assessment of Educational Progress, English Language Learning, Policy Evaluation & Research Center and other supported activities K12 Assessments K12 Assessments current large scale assessment business contracts in California include the High School Exit Examination (CAHSEE), the California Standardized Testing and Reporting (STAR) Program (including additional alternative assessments for students with English Language learning challenges or of lesser abilities CAPA, STS and CMA assessment batteries, in addition to the regular California Standardized Test (CST), and General Educational Development (GED) scoring service for the California Department of Education These K12 Assessments measure levels of student achievement in the California public school system In addition, ETS provides the English Placement Test (EPT), Entry Level Mathematics Test (ELM) and Early Assessment Program (EAP) programs for the California State University System and the University of California Admissions Program for the UC system K12 Assessments has also been awarded assessment contracts in other states to measure the educational achievement and progress of K-12 students A partial listing of those contracts include Maryland High School Assessment Program, Chicago Public Schools testing programs in Math and English, Florida CELLA and subcontracts for state assessments in Texas, Tennessee, Virginia, Mississippi and Washington K12 Assessments also contracts with the US Department of Education for the Comprehensive English Language Learning Assessment in Florida In addition, it contracts with the Educational Records Bureau (ERB) to administer the Comprehensive Testing Program 4 (CTP 4), which consists of an assessment for grades 1-11 in key areas of school achievement including listening, reading, vocabulary, writing and mathematics In addition, CTP 4 includes two tests to measure verbal and quantitative reasoning for students in grades 3 through 11 Under a separate contract with ERB, K12 Assessments is developing and piloting a computerized adaptive assessment test (CAAT) The results of the ERB tests will be used for educational guidance, evaluation of student progress and curriculum improvement K12 Assessments also contracts with the Southern Regional Educational Board, a non-profit consortium of states, for the pursuit of educational excellence, to develop and administer two testing programs, the High Schools That Work and Middle Grade Assessment tests, designed to measure and improve educational instruction K12 Learning and Development In addition to custom large scale assessment projects for states and large school districts, ETS, through its K12 Learning and Development division, also develops, markets and sells products that enhance learning in K-12 students For example, K12 Learning and Development Products and Services provides test development services for districts who wish to plan and administer formative benchmark and diagnostic assessments to measure students progress and determine areas where learning is incomplete and can be addressed through follow-up instruction, using the Focus on Standards (FOS) model of professional development Other examples include a wide array of professional development training and learning experiences for educators such as assessment literacy training from the Assessment Training Institute (ATI), computer-based practice and feedback of ones writing skills using K12 Learning and Development's Criterion software product, and the sale of test questions from K12 Learning and Development's large item banks for either secure large scale assessment or less secure classroom assessment The K12 Assessments and K12 Learning and Development divisions of ETS have an ambitious charge to advance student learning by providing a new generation of high-quality, customized assessments, and related products and services to help states and school districts implement standards-based education They work side by side with educators across the country to create and implement assessment products that are customized, linked to state standards, developmentally appropriate, more inclusive, and designed to provide assessment information teachers can use in the classroom All of the activities in these divisions are classified as related activities, due to their role in educational assessment Research and Development Research & Development provides educational measurement research and analysis, innovative assessment and product development, and informative policy studies to advance quality and equity in education for all people worldwide Research & Development ensures the technical quality and fairness of ETSs assessments and assessment-related services through excellence in assessment design, development, analysis and psychometric research Support for its research programs comes primarily from its own resources, support also comes from national governments and agencies and various private foundations ETS Policy and Evaluation & Research Center (PERC) The ETS Policy Evaluation and Research Center (PERC) conducts research and evaluations on public policy related issues in the field of education PERC research and evaluations focus on topics that are prominent on the agendas of national, state and local governments and educational institutions PERC also applies research findings to craft policy and program ideas for educational improvement Through its Policy Information Center, PERC publishes and disseminates reports to increase understanding of education challenges and promotes improvement of education and education policies Overall, PERCs research and collaborations focus on improving the quality of instruction in schools, closing achievement gaps for underrepresented minorities and investigating factors that adversely affect student progress at all levels Other Supported Activities ETS Scholarship & Recognition Programs (SRP) Scholarship & Recognition Program (SRP) has experience providing outsourced scholarship program design and administration services to corporations and philanthropic organizations which is classified as unrelated business income Chauncey Conference Center ETS also operates a conference center, the revenues from which are classified as unrelated business income

**4d** Other program services (Describe in Schedule O ) **See also Additional Data for Description**  
(Expenses \$ 1,054,969 including grants of \$ 1,054,969 ) (Revenue \$ )

**4e Total program service expenses** \$ 789,708,827

**Part IV Checklist of Required Schedules**

		Yes	No
<b>1</b>	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	Yes	
<b>2</b>	Is the organization required to complete Schedule B, Schedule of Contributors?	Yes	
<b>3</b>	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>		No
<b>4</b>	<b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities? <i>If "Yes," complete Schedule C, Part II</i>	Yes	
<b>5</b>	<b>Section 501(c)(4), 501(c)(5), and 501(c)(6) organizations.</b> Is the organization subject to the section 6033(e) notice and reporting requirement and proxy tax? <i>If "Yes," complete Schedule C, Part III</i>		
<b>6</b>	Did the organization maintain any donor advised funds or any similar funds or accounts where donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>		No
<b>7</b>	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas or historic structures? <i>If "Yes," complete Schedule D, Part II</i>		No
<b>8</b>	Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>		No
<b>9</b>	Did the organization report an amount in Part X, line 21, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>		No
<b>10</b>	Did the organization, directly or through a related organization, hold assets in term, permanent, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>		No
<b>11</b>	Is the organization's answer to any of the following questions "Yes"? <i>If so, complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.</i>	Yes	
	◆ Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI.</i>		
	◆ Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII.</i>		
	◆ Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII.</i>		
	◆ Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX.</i>		
	◆ Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X.</i>		
	◆ Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48? <i>If "Yes," complete Schedule D, Part X.</i>		
<b>12</b>	Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI, XII, and XIII</i>		No
<b>12A</b>	Was the organization included in consolidated, independent audited financial statements for the tax year?	Yes	No
	<i>If "Yes," completing Schedule D, Parts XI, XII, and XIII is optional</i>	12A Yes	
<b>13</b>	Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		No
<b>14a</b>	Did the organization maintain an office, employees, or agents outside of the United States?	Yes	
<b>b</b>	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, and program service activities outside the United States? <i>If "Yes," complete Schedule F, Part I</i>	Yes	
<b>15</b>	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the U S? <i>If "Yes," complete Schedule F, Part II</i>		No
<b>16</b>	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the U S? <i>If "Yes," complete Schedule F, Part III</i>	Yes	
<b>17</b>	Did the organization report a total of more than \$15,000, of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I</i>		No
<b>18</b>	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>		No
<b>19</b>	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>		No
<b>20</b>	Did the organization operate one or more hospitals? <i>If "Yes," complete Schedule H</i>		No

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

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

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

		Yes	No
<b>1a</b>	Enter the number reported in Box 3 of Form 1096, <i>Annual Summary and Transmittal of U.S. Information Returns</i> . Enter -0- if not applicable . . . . .		
	<b>1a</b> 13,534		
<b>b</b>	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable . . . . .		
	<b>1b</b> 0		
<b>c</b>	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? . . . . .	Yes	
<b>2a</b>	Enter the number of employees reported on Form W-3, <i>Transmittal of Wage and Tax Statements</i> filed for the calendar year ending with or within the year covered by this return . . . . .		
	<b>2a</b> 18,286		
<b>b</b>	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <b>Note:</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file this return (see instructions) . . . . .	Yes	
<b>3a</b>	Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return? . . . . .	Yes	
<b>b</b>	If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O . . . . .	Yes	
<b>4a</b>	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? . . . . .	Yes	
<b>b</b>	If "Yes," enter the name of the foreign country: FR, GM, UK, NL, JO, SP, PL, KS, CH, SN, IN, CA See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts . . . . .		
<b>5a</b>	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? . . . . .		No
<b>b</b>	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? . . . . .		No
<b>c</b>	If "Yes" to line 5a or 5b, did the organization file Form 8886-T, Disclosure by Tax-Exempt Entity Regarding Prohibited Tax Shelter Transaction? . . . . .		
<b>6a</b>	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? . . . . .		No
<b>b</b>	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? . . . . .		
<b>7</b>	<b>Organizations that may receive deductible contributions under section 170(c).</b>		
<b>a</b>	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? . . . . .		No
<b>b</b>	If "Yes," did the organization notify the donor of the value of the goods or services provided? . . . . .		
<b>c</b>	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? . . . . .		No
<b>d</b>	If "Yes," indicate the number of Forms 8282 filed during the year . . . . .		
	<b>7d</b>		
<b>e</b>	Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? . . . . .		No
<b>f</b>	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? . . . . .		No
<b>g</b>	For all contributions of qualified intellectual property, did the organization file Form 8899 as required? . . . . .		
<b>h</b>	For contributions of cars, boats, airplanes, and other vehicles, did the organization file a Form 1098-C as required? . . . . .		
<b>8</b>	<b>Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations.</b> Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year? . . . . .		
<b>9</b>	<b>Sponsoring organizations maintaining donor advised funds.</b>		
<b>a</b>	Did the organization make any taxable distributions under section 4966? . . . . .		
<b>b</b>	Did the organization make a distribution to a donor, donor advisor, or related person? . . . . .		
<b>10</b>	<b>Section 501(c)(7) organizations.</b> Enter		
<b>a</b>	Initiation fees and capital contributions included on Part VIII, line 12 . . . . .	<b>10a</b>	
<b>b</b>	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities . . . . .	<b>10b</b>	
<b>11</b>	<b>Section 501(c)(12) organizations.</b> Enter		
<b>a</b>	Gross income from members or shareholders . . . . .	<b>11a</b>	
<b>b</b>	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them) . . . . .	<b>11b</b>	
<b>12a</b>	<b>Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041? . . . . .	<b>12a</b>	
<b>b</b>	If "Yes," enter the amount of tax-exempt interest received or accrued during the year . . . . .	<b>12b</b>	

Part VI Governance, Management, and Disclosure 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.

Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a Enter the number of voting members of the governing body (18); 1b Enter the number of voting members that are independent (17); 2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? (No); 3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? (No); 4 Did the organization make any significant changes to its organizational documents since the prior Form 990 was filed? (No); 5 Did the organization become aware during the year of a material diversion of the organization's assets? (No); 6 Does the organization have members or stockholders? (No); 7a Does the organization have members, stockholders, or other persons who may elect one or more members of the governing body? (No); 7b Are any decisions of the governing body subject to approval by members, stockholders, or other persons? (No); 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: 8a The governing body? (Yes); 8b Each committee with authority to act on behalf of the governing body? (Yes); 9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O (No).

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

Table with 3 columns: Question, Yes, No. Rows include: 10a Does the organization have local chapters, branches, or affiliates? (Yes); 10b If "Yes," does the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with those of the organization? (Yes); 11 Has the organization provided a copy of this Form 990 to all members of its governing body before filing the form? (Yes); 11A Describe in Schedule O the process, if any, used by the organization to review the Form 990; 12a Does the organization have a written conflict of interest policy? If "No," go to line 13 (Yes); 12b Are officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts? (Yes); 12c Does the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this is done (Yes); 13 Does the organization have a written whistleblower policy? (Yes); 14 Does the organization have a written document retention and destruction policy? (Yes); 15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? 15a The organization's CEO, Executive Director, or top management official (Yes); 15b Other officers or key employees of the organization (Yes); 16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? (No); 16b If "Yes," has the organization adopted a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and taken steps to safeguard the organization's exempt status with respect to such arrangements?

Section C. Disclosure

Table with 3 columns: Question, Yes, No. Rows include: 17 List the States with which a copy of this Form 990 is required to be filed (AZ, CA, DC, DE, IN, NJ, NY, OR); 18 Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you make these available. Check all that apply: Own website, Another's website, Upon request (checked); 19 Describe in Schedule O whether (and if so, how), the organization makes its governing documents, conflict of interest policy, and financial statements available to the public. See Additional Data Table; 20 State the name, physical address, and telephone number of the person who possesses the books and records of the organization: Michael J Freddo Controller, Rosedale Road MS 56D, Princeton, NJ 08541, (609) 921-9000.



<b>1b Total</b>	10,542,642	0	1,110,019
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**2** Total number of individuals (including but not limited to those listed above) who received more than \$100,000 in reportable compensation from the organization **577**

	Yes	No
<b>3</b> Did the organization list any <b>former</b> officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>	3 Yes	
<b>4</b> 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	
<b>5</b> Did any person listed on line 1a receive or accrue compensation from any unrelated organization 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

(A) Name and business address	(B) Description of services	(C) Compensation
NCS Pearson Inc 5601 Green Valley Dr Bloomington, MN 55437	Test administration services	48,299,461
Computer Sciences Corporation 400 Commerce Drive Newark, DE 19713	Computer services	47,156,452
Accenture LLP PO Box 70629 Chicago, IL 60673	Supply chain services	42,717,650
Adecco USA Inc 175 Broad Hollow Rd Melville, NY 11747	Temporary labor services	19,071,590
Computer Aid Inc 1390 Ridgeview Drive Allentown, PA 18104	Computer software consultants	12,566,329

**2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization **240**

**Part VIII Statement of Revenue**

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514	
<b>Contributions, gifts, grants and other similar amounts</b>	<b>1a</b>	Federated campaigns . . . . . <b>1a</b>					
	<b>b</b>	Membership dues . . . . . <b>1b</b>					
	<b>c</b>	Fundraising events . . . . . <b>1c</b>			8,525		
	<b>d</b>	Related organizations . . . . . <b>1d</b>					
	<b>e</b>	Government grants (contributions) <b>1e</b>			5,253,399		
	<b>f</b>	All other contributions, gifts, grants, and similar amounts not included above <b>1f</b>			3,604,352		
	<b>g</b>	Noncash contributions included in lines 1a-1f \$ _____					
	<b>h</b>	<b>Total.</b> Add lines 1a-1f . . . . . ▶		8,866,276			
<b>Program Service Revenue</b>			Business Code				
	<b>2a</b>	Higher Education _____	611,710	468,964,568	468,964,568		
	<b>b</b>	ESE and Other _____	611,710	206,539,007	206,539,007		
	<b>c</b>	Global _____	611,710	172,896,949	172,896,949		
	<b>d</b>	_____					
	<b>e</b>	_____					
	<b>f</b>	All other program service revenue					
<b>g</b>	<b>Total.</b> Add lines 2a-2f . . . . . ▶		848,400,524				
<b>Other Revenue</b>	<b>3</b>	Investment income (including dividends, interest and other similar amounts) . . . . . ▶		2,723,505		2,723,505	
	<b>4</b>	Income from investment of tax-exempt bond proceeds . . . ▶					
	<b>5</b>	Royalties . . . . . ▶		35,637,756		35,637,756	
	<b>6a</b>	(i) Real		(ii) Personal			
		<b>b</b>	Gross Rents	200,013			
		<b>b</b>	Less rental expenses	77,233			
		<b>c</b>	Rental income or (loss)	122,780			
	<b>d</b>	<b>Net rental income or (loss)</b> . . . . . ▶		122,780		122,780	
	<b>7a</b>	(i) Securities		(ii) Other			
		<b>b</b>	Gross amount from sales of assets other than inventory		49,812,542		
		<b>b</b>	Less cost or other basis and sales expenses		55,283,022		
		<b>c</b>	Gain or (loss)		-5,470,480		
<b>d</b>	<b>Net gain or (loss)</b> . . . . . ▶		-5,470,480		-5,470,480		
<b>8a</b>	Gross income from fundraising events (not including \$ 8,525 of contributions reported on line 1c) See Part IV, line 18 . . . . .						
	<b>a</b>			32,607			
	<b>b</b>	Less direct expenses . . . . . <b>b</b>		36,007			
<b>c</b>	<b>Net income or (loss) from fundraising events</b> . . . ▶		-3,400		-3,400		
<b>9a</b>	Gross income from gaming activities See Part IV, line 19 . . . . .						
	<b>a</b>			8,795			
	<b>b</b>	Less direct expenses . . . . . <b>b</b>					
<b>c</b>	<b>Net income or (loss) from gaming activities</b> . . . ▶		8,795		8,795		
<b>10a</b>	Gross sales of inventory, less returns and allowances . . .						
	<b>a</b>						
	<b>b</b>	Less cost of goods sold . . . . . <b>b</b>					
<b>c</b>	<b>Net income or (loss) from sales of inventory</b> . . . ▶						
Miscellaneous Revenue		Business Code					
<b>11a</b>	Occupational & Prof Sk _____		611,600	10,122,854	10,122,854		
	<b>b</b>	Chauncey Conf Center _____	721,000	2,731,038	2,731,038		
	<b>c</b>	Scholarship Recognitio _____	611,600	2,456,726	2,456,726		
	<b>d</b>	All other revenue . . . . .					
<b>e</b>	<b>Total.</b> Add lines 11a-11d . . . . . ▶		15,310,618				
<b>12</b>	<b>Total revenue.</b> See Instructions . . . . . ▶		905,596,374	848,400,524	15,310,618	33,018,956	

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns.

All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D).

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
<b>1</b>	Grants and other assistance to governments and organizations in the U S See Part IV, line 21	1,054,969	1,054,969		
<b>2</b>	Grants and other assistance to individuals in the U S See Part IV, line 22	390,988	390,988		
<b>3</b>	Grants and other assistance to governments, organizations, and individuals outside the U S See Part IV, lines 15 and 16	128,000	128,000		
<b>4</b>	Benefits paid to or for members				
<b>5</b>	Compensation of current officers, directors, trustees, and key employees . . . . .	10,053,712	2,779,382	7,274,330	
<b>6</b>	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .	212,413		212,413	
<b>7</b>	Other salaries and wages	211,868,397	181,658,220	30,210,177	
<b>8</b>	Pension plan contributions (include section 401(k) and section 403(b) employer contributions) . . . . .	17,735,173	14,725,459	3,009,714	
<b>9</b>	Other employee benefits . . . . .	26,630,007	13,530,176	13,099,831	
<b>10</b>	Payroll taxes . . . . .	15,770,428	13,094,137	2,676,291	
<b>11</b>	Fees for services (non-employees)				
<b>a</b>	Management . . . . .				
<b>b</b>	Legal . . . . .	6,592,695	315,722	6,276,973	
<b>c</b>	Accounting . . . . .	1,658,556		1,658,556	
<b>d</b>	Lobbying . . . . .	216,194		216,194	
<b>e</b>	Professional fundraising See Part IV, line 17 . . . . .				
<b>f</b>	Investment management fees . . . . .	305,395	305,395		
<b>g</b>	Other . . . . .	381,088,630	356,551,362	24,537,268	
<b>12</b>	Advertising and promotion . . . . .	6,762,287	6,749,209	13,078	
<b>13</b>	Office expenses . . . . .	130,770,691	126,175,018	4,595,673	
<b>14</b>	Information technology . . . . .				
<b>15</b>	Royalties . . . . .	1,259,541	1,259,441	100	
<b>16</b>	Occupancy . . . . .	11,758,896	11,706,503	52,393	
<b>17</b>	Travel . . . . .	9,071,336	7,662,343	1,408,993	
<b>18</b>	Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .				
<b>19</b>	Conferences, conventions, and meetings . . . . .	4,067,050	1,868,021	2,199,029	
<b>20</b>	Interest . . . . .	253,892	253,892		
<b>21</b>	Payments to affiliates . . . . .				
<b>22</b>	Depreciation, depletion, and amortization . . . . .	44,331,320	37,425,600	6,905,720	
<b>23</b>	Insurance . . . . .	2,065,563	2,065,563		
<b>24</b>	Other expenses Itemize expenses not covered above (Expenses grouped together and labeled miscellaneous may not exceed 5% of total expenses shown on line 25 below )				
<b>a</b>	Miscellaneous	6,125,890	2,189,443	3,936,447	
<b>b</b>	Foreign & State Taxes	4,845,864	4,763,364	82,500	
<b>c</b>	Chauncey Conf Center	2,573,142	2,573,142		
<b>d</b>	Memberships and Dues	586,819	483,478	103,341	
<b>e</b>					
<b>f</b>	All other expenses				
<b>25</b>	<b>Total functional expenses.</b> Add lines 1 through 24f	898,177,848	789,708,827	108,469,021	0
<b>26</b>	<b>Joint costs.</b> Check here <input type="checkbox"/> if following SOP 98-2 Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

**Part X Balance Sheet**

		(A)		(B)
		Beginning of year		End of year
<b>Assets</b>	<b>1</b> Cash—non-interest-bearing . . . . .	7,736,748	<b>1</b>	1,844,063
	<b>2</b> Savings and temporary cash investments . . . . .	8,296	<b>2</b>	30,145,590
	<b>3</b> Pledges and grants receivable, net . . . . .		<b>3</b>	
	<b>4</b> Accounts receivable, net . . . . .	65,928,947	<b>4</b>	64,196,856
	<b>5</b> Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L . . . . .		<b>5</b>	
	<b>6</b> Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) Complete Part II of Schedule L . . . . .		<b>6</b>	
	<b>7</b> Notes and loans receivable, net . . . . .	9,653,435	<b>7</b>	7,169,366
	<b>8</b> Inventories for sale or use . . . . .		<b>8</b>	
	<b>9</b> Prepaid expenses and deferred charges . . . . .	10,377,210	<b>9</b>	20,146,417
	<b>10a</b> Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D . . . . .	185,873,351		
	<b>b</b> Less accumulated depreciation . . . . .	111,911,339	<b>10c</b>	73,962,012
	<b>11</b> Investments—publicly traded securities . . . . .		<b>11</b>	
	<b>12</b> Investments—other securities See Part IV, line 11 . . . . .	216,952,215	<b>12</b>	252,364,619
	<b>13</b> Investments—program-related See Part IV, line 11 . . . . .		<b>13</b>	
	<b>14</b> Intangible assets . . . . .	126,286,076	<b>14</b>	114,685,935
	<b>15</b> Other assets See Part IV, line 11 . . . . .	4,924,883	<b>15</b>	5,112,085
<b>16 Total assets.</b> Add lines 1 through 15 (must equal line 34) . . . . .	518,052,199	<b>16</b>	569,626,943	
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses . . . . .	123,536,815	<b>17</b>	128,034,363
	<b>18</b> Grants payable . . . . .		<b>18</b>	
	<b>19</b> Deferred revenue . . . . .	73,833,068	<b>19</b>	87,985,119
	<b>20</b> Tax-exempt bond liabilities . . . . .		<b>20</b>	
	<b>21</b> Escrow or custodial account liability Complete Part IV of Schedule D . . . . .		<b>21</b>	
	<b>22</b> Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L . . . . .		<b>22</b>	
	<b>23</b> Secured mortgages and notes payable to unrelated third parties . . . . .	11,129,147	<b>23</b>	5,033,723
	<b>24</b> Unsecured notes and loans payable to unrelated third parties . . . . .		<b>24</b>	
	<b>25</b> Other liabilities Complete Part X of Schedule D . . . . .	73,776,888	<b>25</b>	79,822,964
	<b>26 Total liabilities.</b> Add lines 17 through 25 . . . . .	282,275,918	<b>26</b>	300,876,169
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow SFAS 117, check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27 through 29, and lines 33 and 34.</b>			
	<b>27</b> Unrestricted net assets . . . . .	235,776,281	<b>27</b>	268,750,774
	<b>28</b> Temporarily restricted net assets . . . . .		<b>28</b>	
	<b>29</b> Permanently restricted net assets . . . . .		<b>29</b>	
	<b>Organizations that do not follow SFAS 117, check here</b> <input type="checkbox"/> <b>and complete lines 30 through 34.</b>			
	<b>30</b> Capital stock or trust principal, or current funds . . . . .		<b>30</b>	
	<b>31</b> Paid-in or capital surplus, or land, building or equipment fund . . . . .		<b>31</b>	
	<b>32</b> Retained earnings, endowment, accumulated income, or other funds . . . . .		<b>32</b>	
<b>33</b> Total net assets or fund balances . . . . .	235,776,281	<b>33</b>	268,750,774	
<b>34</b> Total liabilities and net assets/fund balances . . . . .	518,052,199	<b>34</b>	569,626,943	

**Part XI Financial Statements and Reporting**

		Yes	No
<b>1</b>	Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O		
<b>2a</b>	Were the organization's financial statements compiled or reviewed by an independent accountant? . . .		No
<b>2b</b>	Were the organization's financial statements audited by an independent accountant? . . . . .	Yes	
<b>2c</b>	If "Yes," to 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O . . . .	Yes	
<b>2d</b>	If "Yes" to line 2a or 2b, check a box below to indicate whether the financial statements for the year were issued on a consolidated basis, separate basis, or both <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separated basis		
<b>3a</b>	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? . . . . .	Yes	
<b>3b</b>	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits . . .	Yes	

SCHEDULE A (Form 990 or 990EZ)

Public Charity Status and Public Support

OMB No 1545-0047

2009

Open to Public Inspection

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

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

Department of the Treasury Internal Revenue Service

Name of the organization Educational Testing Service

Employer identification number

21-0634479

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

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

- 1 A church, convention of churches, or association of churches section 170(b)(1)(A)(i).
2 A school described in section 170(b)(1)(A)(ii). (Attach Schedule E )
3 A hospital or a cooperative hospital service organization described in section 170(b)(1)(A)(iii).
4 A medical research organization operated in conjunction with a hospital described in section 170(b)(1)(A)(iii). Enter the hospital's name, city, and state
5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in section 170(b)(1)(A)(iv). (Complete Part II )
6 A federal, state, or local government or governmental unit described in section 170(b)(1)(A)(v).
7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in section 170(b)(1)(A)(vi) (Complete Part II )
8 A community trust described in section 170(b)(1)(A)(vi) (Complete Part II )
9 An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See section 509(a)(2). (Complete Part III )
10 An organization organized and operated exclusively to test for public safety See section 509(a)(4).
11 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2) See section 509(a)(3). Check the box that describes the type of supporting organization and complete lines 11e through 11h
a Type I b Type II c Type III - Functionally integrated d Type III - Other
e By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2)
f If the organization received a written determination from the IRS that it is a Type I, Type II or Type III supporting organization, check this box
g Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?
(i) a person who directly or indirectly controls, either alone or together with persons described in (ii) and (iii) below, the governing body of the the supported organization?
(ii) a family member of a person described in (i) above?
(iii) a 35% controlled entity of a person described in (i) or (ii) above?
h Provide the following information about the supported organization(s)

Table with 2 columns: Yes, No. Rows: 11g(i), 11g(ii), 11g(iii)

Table with 7 columns: (i) Name of supported organization, (ii) EIN, (iii) Type of organization, (iv) Is the organization in col (i) listed in your governing document?, (v) Did you notify the organization in col (i) of your support?, (vi) Is the organization in col (i) organized in the U S?, (vii) Amount of support?

**Part II Support Schedule for Organizations Described in IRC 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**  
 (Complete only if you checked the box on line 5, 7, or 8 of Part I.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in)	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")						
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge						
<b>4 Total.</b> Add lines 1 through 3						
<b>5</b> 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)						
<b>6 Public Support.</b> Subtract line 5 from line 4						

**Section B. Total Support**

Calendar year (or fiscal year beginning in)	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
<b>7</b> Amounts from line 4						
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on						
<b>10</b> Other income (Explain in Part IV ) Do not include gain or loss from the sale of capital assets						
<b>11 Total support</b> (Add lines 7 through 10)						

**12** Gross receipts from related activities, etc (See instructions ) 12

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

**Section C. Computation of Public Support Percentage**

**14** Public Support Percentage for 2009 (line 6 column (f) divided by line 11 column (f)) 14

**15** Public Support Percentage for 2008 Schedule A, Part II, line 14 15

**16a 33 1/3% support test—2009.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization

**b 33 1/3% support test—2008.** If the organization did not check the box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization

**17a 10%-facts-and-circumstances test—2009.** If the organization did not check a box on line 13, 16a, or 16b and line 14 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and **stop here.** Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization

**b 10%-facts-and-circumstances test—2008.** If the organization did not check a box on line 13, 16a, 16b, or 17a and line 15 is 10% or more, and if the organization meets the "facts and circumstances" test, check this box and **stop here.** Explain in Part IV how the organization meets the "facts and circumstances" test The organization qualifies as a publicly supported organization

**18 Private Foundation** If the organization did not check a box on line 13, 16a, 16b, 17a or 17b, check this box and see instructions

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

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

**Section A. Public Support**

Calendar year (or fiscal year beginning in)	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")	7,128,043	6,599,069	6,147,791	7,448,670	5,746,388	33,069,961
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose	740,262,145	754,141,608	780,071,035	835,128,581	851,511,617	3,961,114,986
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge						
<b>6 Total.</b> Add lines 1 through 5	747,390,188	760,740,677	786,218,826	842,577,251	857,258,005	3,994,184,947
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons						0
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year	257,210,144	263,780,693	340,499,830	293,846,372	283,748,345	1,439,085,384
<b>c</b> Add lines 7a and 7b	257,210,144	263,780,693	340,499,830	293,846,372	283,748,345	1,439,085,384
<b>8 Public Support</b> (Subtract line 7c from line 6)						2,555,099,563

**Section B. Total Support**

Calendar year (or fiscal year beginning in)	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
<b>9</b> Amounts from line 6	747,390,188	760,740,677	786,218,826	842,577,251	857,258,005	3,994,184,947
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources	25,075,658	29,982,569	34,203,916	34,538,223	38,561,274	162,361,640
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
<b>c</b> Add lines 10a and 10b	25,075,658	29,982,569	34,203,916	34,538,223	38,561,274	162,361,640
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on	55,596					55,596
<b>12</b> Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV)					8,795	8,795
<b>13 Total support</b> (Add lines 9, 10c, 11 and 12)	772,521,442	790,723,246	820,422,742	877,115,474	895,828,074	4,156,610,978
<b>14 First Five Years</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and <b>stop here</b> <input type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

<b>15</b> Public Support Percentage for 2009 (line 8 column (f) divided by line 13 column (f))	<b>15</b>	61.470 %
<b>16</b> Public support percentage from 2008 Schedule A, Part III, line 15	<b>16</b>	61.040 %

**Section D. Computation of Investment Income Percentage**

<b>17</b> Investment income percentage for <b>2009</b> (line 10c column (f) divided by line 13 column (f))	<b>17</b>	3.910 %
<b>18</b> Investment income percentage from <b>2008</b> Schedule A, Part III, line 17	<b>18</b>	3.700 %

**19a 33 1/3% support tests—2009.** 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—2008.** 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

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

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SCHEDULE C (Form 990 or 990-EZ)

Political Campaign and Lobbying Activities

OMB No 1545-0047

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

2009

Open to Public Inspection

Department of the Treasury Internal Revenue Service

Complete if the organization is described below. Attach to Form 990 or Form 990-EZ. See separate instructions.

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

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

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

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

If the organization answered "Yes," to Form 990, Part IV, Line 5 (Proxy Tax) or Form 990-EZ, line 35a (regarding proxy tax), then

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

Name of the organization Educational Testing Service

Employer identification number

21-0634479

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
2 Political expenditures \$ 0
3 Volunteer hours 0

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 \$ 0
2 Enter the amount of any excise tax incurred by organization managers under section 4955 \$ 0
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 State the names, addresses and employer identification number (EIN) of all section 527 political organizations to which payments were made 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

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

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

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

<b>Limits on Lobbying Expenditures</b> (The term "expenditures" means amounts paid or incurred.)		(a) Filing Organization's Totals	(b) Affiliated Group Totals												
<b>1a</b>	Total lobbying expenditures to influence public opinion (grass roots lobbying)														
<b>b</b>	Total lobbying expenditures to influence a legislative body (direct lobbying)	218,163													
<b>c</b>	Total lobbying expenditures (add lines 1a and 1b)	218,163													
<b>d</b>	Other exempt purpose expenditures	883,155,198													
<b>e</b>	Total exempt purpose expenditures (add lines 1c and 1d)	883,373,361													
<b>f</b>	Lobbying nontaxable amount Enter the amount from the following table in both columns	1,000,000													
<table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 50%;">If the amount on line 1e, column (a) or (b) is:</th> <th style="width: 50%;">The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000</td> </tr> </tbody> </table>		If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000	Over \$17,000,000	\$1,000,000		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
Not over \$500,000	20% of the amount on line 1e														
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000														
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000														
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000														
Over \$17,000,000	\$1,000,000														
<b>g</b>	Grassroots nontaxable amount (enter 25% of line 1f)	250,000													
<b>h</b>	Subtract line 1g from line 1a If zero or less, enter -0-	0													
<b>i</b>	Subtract line 1f from line 1c If zero or less, enter -0-	0													
<b>j</b>	If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?	<input type="checkbox"/> Yes <input type="checkbox"/> No													

**4-Year Averaging Period Under Section 501(h)**  
 (Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the instructions for lines 2a through 2f on page 4.)

<b>Lobbying Expenditures During 4-Year Averaging Period</b>					
Calendar year (or fiscal year beginning in)	(a) 2006	(b) 2007	(c) 2008	(d) 2009	(e) Total
<b>2a</b> Lobbying non-taxable amount	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
<b>b</b> Lobbying ceiling amount (150% of line 2a, column(e))					6,000,000
<b>c</b> Total lobbying expenditures	75,000	144,338	196,650	218,163	634,151
<b>d</b> Grassroots non-taxable amount	250,000	250,000	250,000	250,000	1,000,000
<b>e</b> Grassroots ceiling amount (150% of line 2d, column (e))					1,500,000
<b>f</b> Grassroots lobbying expenditures					

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

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

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

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

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

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

**Part IV Supplemental Information**

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

Identifier	Return Reference	Explanation
Part IV, Supplemental Information		Lobbying expenses of \$218,163 were used for the following lobbying activities: Federal Elementary and Secondary Education Act K-12 assessments and teacher quality Public Law 110-315, Higher Education Opportunity Act Teacher preparation and technology Public Law 111-5, American Recovery and Reinvestment Act of 2009 Comments on proposed priorities, requirements, definitions, and selection criteria and other education related issues and initiatives H R 3221, Student Aid & Fiscal Responsibility Act of 2009 American Graduation Initiative - increasing retention and graduation rates at community colleges State Florida Met with legislators and staff regarding assessment budgets and assessment legislation California Provided information on issues related to educational testing and accountability Michigan Teacher certification process and MEAP assessment development Pennsylvania HB 1601, PN 1993 The Beginning Educator Support and Training (BEST) Program, HB 1863, PN 2464 Three-Year Residency Teacher Certification, SB 1011, PN 1281 Persons holding residency certificates are qualified to teach in public schools in PA, SB 307, PN 306 PA System of School Assessment program New York SB 3732/AB 7366 bills on Education Teaching and Testing Related issues, A 780 Create Commission on state educational assessment, A 3594 Establish a teacher preparation program, A 4204 Requires Board of Regents to submit an annual report on development, scoring and release of assessment data, S 1444 Provide information on tests to all candidates not signing waiver, S 3565 Provides for disclosure of test questions and set procedures for re-scoring upon request Texas HB 3 Public School Requirements, HB 3421 Educator Preparation Programs, HB 4152 Educator Certification, SB759 Group administered achievement tests, SB 2262 Teacher Preparation Academies

SCHEDULE D (Form 990)

OMB No 1545-0047

Supplemental Financial Statements

2009

Open to Public Inspection

Complete if the organization answered "Yes," to Form 990, Part IV, line 6, 7, 8, 9, 10, 11, or 12. Attach to Form 990. See separate instructions.

Department of the Treasury Internal Revenue Service

Name of the organization Educational Testing Service

Employer identification number 21-0634479

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

Table with 2 columns: (a) Donor advised funds, (b) Funds and other accounts. Rows 1-4: Total number at end of year, Aggregate contributions to (during year), Aggregate 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?
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds may be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?

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

- 1 Purpose(s) of conservation easements held by the organization (check all that apply): Preservation of land for public use, 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-2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

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

Table with 2 columns: Held at the End of the Year. Rows 2a, 2b, 2c, 2d.

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

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

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

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

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

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

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

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

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

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

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

(ii) Assets included in Form 990, Part X \$

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

a Revenues included in Form 990, Part VIII, line 1 \$

b Assets included in Form 990, Part X \$

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

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

- a Public exhibition, b Scholarly research, c Preservation for future generations, d Loan or exchange programs, e Other

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

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

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

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No

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

Table with 2 columns: Description (1c-1f) and Amount

2a Did the organization include an amount on Form 990, Part X, line 21? Yes No

b If "Yes," explain the arrangement in Part XIV

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

Table with 6 columns: (a) Current Year, (b) Prior Year, (c) Two Years Back, (d) Three Years Back, (e) Four Years Back. Rows 1a-1g.

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

- a Board designated or quasi-endowment %, b Permanent endowment %, c Term endowment %

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

Table with 3 columns: Description (3a(i), 3a(ii), 3b), Yes, No

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

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

Table with 5 columns: Description of investment, (a) Cost or other basis (investment), (b) Cost or other basis (other), (c) Accumulated depreciation, (d) Book value. Rows 1a-1e and Total.



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

<b>1</b>	Total revenue (Form 990, Part VIII, column (A), line 12)	<b>1</b>	
<b>2</b>	Total expenses (Form 990, Part IX, column (A), line 25)	<b>2</b>	
<b>3</b>	Excess or (deficit) for the year Subtract line 2 from line 1	<b>3</b>	
<b>4</b>	Net unrealized gains (losses) on investments	<b>4</b>	
<b>5</b>	Donated services and use of facilities	<b>5</b>	
<b>6</b>	Investment expenses	<b>6</b>	
<b>7</b>	Prior period adjustments	<b>7</b>	
<b>8</b>	Other (Describe in Part XIV)	<b>8</b>	
<b>9</b>	Total adjustments (net) Add lines 4 - 8	<b>9</b>	
<b>10</b>	Excess or (deficit) for the year per financial statements Combine lines 3 and 9	<b>10</b>	

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

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

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

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

**Part XIV Supplemental Information**

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

Identifier	Return Reference	Explanation
Part X	Description of Uncertain Tax Positions Under FIN 48	Note This summary reflects the ETS portion of the FIN 48 Note in the Consolidated Financial Statements Educational Testing Service adopted FIN 48 on January 1, 2009 in accordance with U S Generally Accepted Accounting Procedures (US GAAP) In accordance with the US GAAP requirements, Educational Testing Service adjusted its net assets for its uncertain tax positions It is reasonably possible that the tax liability recorded for these uncertain tax positions can change within the next twelve months The tax liability has various open statutes which range from three to ten years

SCHEDULE F (Form 990)

Statement of Activities Outside the United States

OMB No 1545-0047

2009

Open to Public Inspection

Complete if the organization answered "Yes" to Form 990, Part IV, line 14b, 15, or 16. Attach to Form 990. See separate instructions.

Department of the Treasury Internal Revenue Service

Name of the organization Educational Testing Service

Employer identification number 21-0634479

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

- 1 For grantmakers. Does the organization maintain records to substantiate the amount of the grants or assistance...
2 For grantmakers. Describe in Part IV the organization's procedures for monitoring the use of grant funds outside the United States
3 Activities per Region (Use Schedule F-1 (Form 990) if additional space is needed)

Table with 6 columns: (a) Region, (b) Number of offices in the region, (c) Number of employees or agents in region, (d) Activities conducted in region, (e) If activity listed in (d) is a program service, describe specific type of service(s) in region, (f) Total expenditures for region. Includes rows for East Asia and the Pacific, Middle East and North Africa, North America, and a Totals row.







**Schedule I  
(Form 990)**

OMB No 1545-0047

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

**2009**

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

**Open to Public  
Inspection**

Department of the Treasury  
Internal Revenue Service

Name of the organization  
Educational Testing Service

Employer identification number  
21-0634479

**Part I General Information on Grants and Assistance**

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? . . . . .  Yes  No
- 2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States

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

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

2 Enter total number of section 501(c)(3) and government organizations . . . . .	48
3 Enter total number of other organizations . . . . .	0



**Schedule J**  
(Form 990)

**Compensation Information**

OMB No 1545-0047

**2009**

**Open to Public Inspection**

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

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

▶ Attach to Form 990. ▶ See separate instructions.

Department of the Treasury  
Internal Revenue Service

Name of the organization  
Educational Testing Service

Employer identification number

21-0634479

**Part I Questions Regarding Compensation**

	Yes	No
<b>1a</b>		
<b>1b</b>	Yes	
<b>2</b>	Yes	
<b>3</b>		
<b>4a</b>	Yes	
<b>4b</b>		No
<b>4c</b>		No
<b>5a</b>	Yes	
<b>5b</b>		No
<b>6a</b>	Yes	
<b>6b</b>		No
<b>7</b>	Yes	
<b>8</b>		No
<b>9</b>		

- 1a** Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a Complete Part III to provide any relevant information regarding these items
- |  |   |
|--|---|
| <input checked="" type="checkbox"/> First-class or charter travel            | <input checked="" type="checkbox"/> Housing allowance or residence for personal use |
| <input checked="" type="checkbox"/> Travel for companions                    | <input type="checkbox"/> Payments for business use of personal residence            |
| <input checked="" type="checkbox"/> Tax idemnification and gross-up payments | <input type="checkbox"/> Health or social club dues or initiation fees              |
| <input type="checkbox"/> Discretionary spending account                      | <input type="checkbox"/> Personal services (e g , maid, chauffeur, chef)            |

**b** If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all the expenses described above? If "No," complete Part III to explain

**2** Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?

**3** Indicate which, if any, of the following the organization uses to establish the compensation of the organization's CEO/Executive Director Check all that apply

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Compensation committee              | <input checked="" type="checkbox"/> Written employment contract                     |
| <input checked="" type="checkbox"/> Independent compensation consultant | <input checked="" type="checkbox"/> Compensation survey or study                    |
| <input type="checkbox"/> Form 990 of other organizations                | <input checked="" type="checkbox"/> Approval by the board or compensation committee |

**4** During the year, did any person listed in Form 990, Part VII, Section A, line 1a with respect to the filing organization or a related organization

**a** Receive a severance payment or change-of-control payment?

**b** Participate in, or receive payment from, a supplemental nonqualified retirement plan?

**c** Participate in, or receive payment from, an equity-based compensation arrangement?

If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III

**Only 501(c)(3) and 501(c)(4) organizations only must complete lines 5-9.**

**5** For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of

**a** The organization?

**b** Any related organization?

If "Yes," to line 5a or 5b, describe in Part III

**6** For persons listed in form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of

**a** The organization?

**b** Any related organization?

If "Yes," to line 6a or 6b, describe in Part III

**7** For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III

**8** Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regs section 53 4958-4(a)(3)? If "Yes," describe in Part III

**9** If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53 4958-6(c)?



**Part III Supplemental Information**

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

Identifier	Return Reference	Explanation
	Part I, Line 1a	First class and charter travel. Trustees (4) and Officers (13), received this benefit during 2009. It was not treated as taxable compensation to the listed person. This benefit is provided based on length of travel time required of the listed person. Travel for companions. Officers (4) received this benefit during 2009. It was not treated as taxable compensation to the listed person. A non-employee/companion/spouse may accompany an employee on business at Company expense when the companion/spouse's presence is required because it serves a valid business purpose or is part of a special employee recognition event. All companion/spousal travel to be paid by the company must be approved in writing in advance by a Vice President or the CFO or the CEO and President. Tax gross-up payments. Officers (30) and Highest Compensated Employees (3) received this benefit during 2009. It was treated as taxable compensation to the listed person. Housing allowance or residence for personal use. Officers (2) and Highest Compensated Employees (1) received this benefit during 2009. It was treated as taxable compensation to the listed person.
	Part I, Line 4a	Paul Ramsey received a severance payment of \$131,484. Anne Gale received a severance payment of \$149,954.
Supplemental Information	Part III	ETS incentive compensation programs are variable cash compensation programs to provide employees earnings opportunities in addition to base pay. These variable compensation components recognize and reward based on individual and ETS's performance. Payment under these programs are realized when ETS meets and achieves its annual performance targets for the year.

**Schedule L**  
(Form 990 or 990-EZ)

**Transactions with Interested Persons**

OMB No 1545-0047

**2009**

**Open to Public Inspection**

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, lines 25a, 25b, 26, 27, 28a, 28b, or 28c, or Form 990-EZ, Part V lines 38a or 40b.**  
▶ **Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.**

Department of the Treasury  
Internal Revenue Service

<b>Name of the organization</b> Educational Testing Service	<b>Employer identification number</b> 21-0634479
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**Part I Excess Benefit Transactions** (section 501(c)(3) and section 501 (c)(4) organizations only).  
Complete if the organization answered "Yes" on Form 990, Part IV, line 25a or 25b, or Form 990-EZ, Part V, line 40b

1	(a) Name of disqualified person	(b) Description of transaction	(c) Corrected?	
			Yes	No
2 Enter the amount of tax imposed on the organization managers or disqualified persons during the year under section 4958 . . . . . ▶ \$ _____				
3 Enter the amount of tax, if any, on line 2, above, reimbursed by the organization . . . . . ▶ \$ _____				

**Part II Loans to and/or From Interested Persons.**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 26, or Form 990-EZ, Part V, line 38a

(a) Name of interested person and purpose	(b) Loan to or from the organization? To From		(c) Original principal amount	(d) Balance due	(e) In default?		(f) Approved by board or committee?		(g) Written agreement?	
					Yes	No	Yes	No	Yes	No
Total . . . . . ▶ \$ _____										

**Part III Grants or Assistance Benefitting Interested Persons.**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 27.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of grant or type of assistance

**Part IV Business Transactions Involving Interested Persons.**  
Complete if the organization answered "Yes" on Form 990, Part IV, line 28a, 28b, or 28c.

(a) Name of interested person	(b) Relationship between interested person and the organization	(c) Amount of transaction	(d) Description of transaction	(e) Sharing of organization's revenues?	
				Yes	No
Gloria Pote	See Sch O	66,054	See Sch O		No
Teresa M Sanchez-Lazer	See Sch O	174,111	See Sch O		No

**SCHEDULE O**  
(Form 990)

**Supplemental Information to Form 990**

**2009**

**Open to Public Inspection**

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

Department of the Treasury  
Internal Revenue Service

**Name of the organization**  
Educational Testing Service

**Employer identification number**  
21-0634479

Identifier	Return Reference	Explanation
Form 990, Part VI, Section B, line 11		Form 990 was reviewed by the Board of Trustees' Audit Committee and the full Board of Trustees prior to filing
Form 990, Part VI, Section B, line 12c		<p>The Trustees of Educational Testing Service, individually and collectively, are expected to act in accordance with the highest standards of ethical behavior. Annually, the Audit Committee reviews the ETS Code of Ethics for Members of the Board of Trustees. Subsequently, each Trustee receives a copy of the Code of Ethics and signs a statement agreeing to abide by the Code. The Code includes a policy on Conflict of Interest. The Trustees also annually complete a Trustee Disclosure Statement and a Trustee Affiliation Form. The Disclosure Statement addresses the Trustees' material financial interest to which ETS is a party, or the material financial interest of a related party to which ETS is a party. The Affiliation Form addresses the Trustees' employment as a staff member or as a consultant, as well as their affiliation with other organizations. The Corporate Secretary reviews these disclosures for potential conflicts or the potential appearance of a conflict. Should a situation be disclosed that might be in contrast with the Code of Ethics, the Corporate Secretary would seek resolution with the involvement of the appropriate authority such as the Audit Committee or the ETS General Counsel and Chief Ethics Officer. Intrinsic to the policy is a Trustee recusing themselves to prevent a conflict of interest or avoid an appearance of a conflict of interest. Failure to respond to the annual disclosure process would result in the requisite follow-up by the Corporate Secretary. Candidates for Trustees receive the Code of Ethics and are required to complete the Affiliations Form prior to standing for election. Trustees can obtain assistance with the interpretation or administration of the Code of Ethics or procedures from the Corporate Secretary or the General Counsel and Chief Ethics Officer. Educational Testing Service requires that employees, including officers, who are uncertain whether an outside activity comes within the scope of ETS's Code of Ethics policy, which contains its Conflict of Interest Policy, to discuss the matter with their supervisors. Employees wishing to engage in outside activities must submit an Outside Activities Report to their division director for review and approval prior to engaging in the activity. Employees must submit an amended report whenever the activity changes. The report is reviewed and the employee is informed whether the request is approved. The employee's division Vice President and the Vice President of Strategic Workforce Solutions (ETS's Human Resources Department) receive a copy of all such reports regardless of whether the request is approved. Any situation involving a potential conflict of interest must be reviewed by SWS to verify that no conflict exists. Any employee who acquires information that gives the employee reason to believe that any employee, officer or trustee is engaged in conduct that is prohibited by ETS's Code of Ethics, or that any sales representative, distributor or other person or firm representing ETS in any transaction is engaged in the type of conduct (whether or not in connection with a transaction involving ETS or its products) which, if engaged in by an employee, would violate this policy is required to report this information immediately. All complaints regarding potential conflicts of interest are investigated promptly, and where necessary, immediate and appropriate action is taken to stop and remedy any such conduct. Any employee or officer, found in violation of this policy will be subject to disciplinary action, up to and including termination, depending upon the severity of the violation. This policy is reviewed by a team of Strategic Workforce Solutions employees. Beginning in 2009, all ETS employees will receive a copy of the Code of Ethics on an annual basis. The annual review and signature indicating their agreement to comply with the policy is mandatory as part of employment with ETS.</p>
Form 990, Part VI, Section B, line 15		ETS engages an external executive compensation consultant organization to review and advise on excess benefit transaction law and to prepare an annual report and analysis of proposed compensation for ETS's CEO and officers. The analysis includes data on compensation for comparable organizations and similar occupations/functions in similarly situated organizations. The executive compensation consultant also develops a Letter of Reasonableness regarding the analyses of Officer pay consistent with government guidelines which is presented to the Committee on Governance and Human Resources and the Board for review, comment and approval.
Form 990, Part VI, Section C, line 19		Currently, ETS, does not make its governing documents, conflict of interest policy, or financial statements available to the public. This process is consistent with prior years.
Schedule L, Part IV	Business Transactions Involving Interested Persons	(a) Name of Person: Gloria Pote (b) Relationships between Interested Person and Organization: Family member of Stephen K. Pote, Current Officer (d) Description of Transaction: Salary and benefits (a) Name of Person: Teresa M. Sanchez-Lazer (b) Relationships between Interested Person and Organization: Family member of Stephen Lazer, Current Officer (d) Description of Transaction: Salary and benefits

**SCHEDULE R  
(Form 990)**

**Related Organizations and Unrelated Partnerships**

OMB No 1545-0047

**2009**

**Open to Public  
Inspection**

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

Department of the Treasury  
Internal Revenue Service

**Name of the organization**  
Educational Testing Service

**Employer identification number**  
21-0634479

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

(a) Name, address, and EIN of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
Capstar LLC Rosedale Road Princeton, NJ 08541 82-0582786	Holding Company	DE	0	84,941	Educational Testing Service

**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
Educational Testing Service Retiree's Benefit Trust Rosedale Road MS 56-D Princeton, NJ 08541 22-3372287	Benefit Plan	NJ	501(c)9		Educational Testing Service
Educational Testing Service Medical and Dental Benefits Plan Rosedale Road MS 56-D Princeton, NJ 08541 22-2680630	Benefit Plan	NJ	501(c)9		Educational Testing Service

**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?	
							Yes	No		Yes	No

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership
---	-------------------------	--	----------------------------------	--	------------------------------	------------------------------------	-----------------------------

See Additional Data Table

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

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

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

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

	Yes	No
<b>1a</b>	Yes	
<b>1b</b>		No
<b>1c</b>		No
<b>1d</b>	Yes	
<b>1e</b>		No
<b>1f</b>		No
<b>1g</b>		No
<b>1h</b>		No
<b>1i</b>		No
<b>1j</b>		No
<b>1k</b>	Yes	
<b>1l</b>	Yes	
<b>1m</b>		No
<b>1n</b>	Yes	
<b>1o</b>	Yes	
<b>1p</b>		No
<b>1q</b>		No
<b>1r</b>	Yes	

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

(a) Name of other organization	(b) Transaction type(a-r)	(c) Amount involved
-----------------------------------	---------------------------------	------------------------

(1) See Additional Data Table

(2)

(3)

(4)

(5)

(6)

**Part VI Unrelated Organizations Taxable as a Partnership** (Complete if the organization answered "Yes" on Form 990, Part IV, line 37.)

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

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Are all partners section 501(c)(3) organizations?		(e) Share of end-of-year assets	(f) Disproportionate allocations?		(g) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(h) General or managing partner?	
			Yes	No		Yes	No		Yes	No

**Software ID:**  
**Software Version:**  
**EIN:** 21-0634479  
**Name:** Educational Testing Service

**Form 990, Schedule R, Part IV - Identification of Related Organizations Taxable as a Corporation or Trust**

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal Domicile (State or Foreign Country)	(d) Direct Controlling Entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income (\$)	(g) Share of end-of-year assets (\$)	(h) Percentage ownership
Educational Testing Service (ETS) Global BV Strawinskylaan 913 Amsterdam NL	Educational Services	NL	Educational Testing Service	C	21,700,412	11,336,189	100 000 %
Educational Testing Service Canada Inc 212-133 Princess St Kingston, Ontario K7L 1A8 CA	Educational Services	CA	Educational Testing Service	C	3,861,067	1,351,688	100 000 %
The Chauncey Group Europe Holdings BV Prins Bernhardplein 200 1097 JB Amsterdam NL	Holding company	NL	Educational Testing Service	C			100 000 %
ETS Assessments (Beijing) Ltd Suite 1661 Office Tower Hotel Nikko Beijing CH	Educational Services	CH	Educational Testing Service (ETS) Global BV	C	1,117,988	967,423	100 000 %
ETS Educational Services (India) Private Limited 12-2-417/A/15 Jayanagar Colony Hyderabad 500 082 IN	Educational Services	IN	Educational Testing Service	C	166,274	29,912	100 000 %
Prometric Holdings Inc 1501 South Clinton Street Baltimore, MD21224 26-0416543	Holding company	DE	Educational Testing Service	C		147,000,000	100 000 %
Prometric Inc 1501 South Clinton Street Baltimore, MD21224 26-0416596	Educational Services	DE	Prometric Holdings Inc	C	237,361,235	571,143,457	100 000 %
Prometric Japan Company Limited Kayabacho Tower Bldg 15F 1-21-2 Shi Tokyo 104-0033 JA	Educational Services	JA	Prometric Inc	C	33,991,881	17,748,643	100 000 %
Prometric Limited 6th Fl 1 Exchange Quay Salford Q Manchester M5 3EA UK 98-0561896	Educational Services	UK	Prometric Inc	C	23,233,464	11,717,029	100 000 %
Ireland Test Center Delivery Limited Grand Mill Quay Barrow Street Dublin 4 EI 98-0561894	Holding company	EI	Prometric Inc	C	17,851	13,050,000	100 000 %
Australia Test Centre Pty Limited Suite 14 Level 2 37 Bligh Street Sydney NSW 2000 AS 98-0561893	Holding company	AS	Prometric Inc	C	96,448	11,395,127	100 000 %
The Netherlands Test Center Holding BV Strawinskylaan 913 Amsterdam 1077 NL 98-0561890	Holding company	NL	Prometric Inc	C	-16,012	54,397,821	100 000 %
Prometric Ireland Ltd Grand Mill Quay Barrow Street Dublin 4 EI	Educational Services	EI	Ireland Test Center Delivery Limited	C	7,268,460	4,434,898	100 000 %
Prometric Pty Ltd Level 4 100 Harris Street Pyrmontm NSW 2009 AS	Educational Services	AS	Australia Test Centre Pty Limited	C	1,246,203	1,379,847	100 000 %
Prometric I BV Noorderwagenplein 6 Lelystad 8223 AL NL	Educational Services	NL	The Netherlands Test Center Holding BV	C	1,265,050	51,511,103	100 000 %
Prometric BV Noorderwagenplein 6 Lelystad 8223 AL NL	Educational Services	NL	Prometric I BV	C	1,903,401	43,726,878	100 000 %
Prometric II BV Noorderwagenplein 6 Lelystad 8223 AL NL	Educational Services	NL	Prometric I BV	C	3,042,127	5,156,549	100 000 %
Prometric III BV Noorderwagenplein 6 Lelystad 8223 AL NL	Educational Services	NL	Prometric I BV	C	3,878,788	2,115,885	100 000 %
Prometric Korea Limited Yoon-Ik Building 8 Fl 706-13 Yeok Seoul KS	Educational Services	KS	Prometric BV	C	1,714,051	837,718	100 000 %
Prometric (Pty) Ltd Block C Empire Park 55 Empire Roa Johannesburg 2193 SF	Educational Services	SF	Prometric BV	C	677,694	445,670	100 000 %
Prometric Testing Services Private Ltd 2nd Floor DLF Infinity Tower-A Sec Gurgaon, Haryana 122-002 IN	Educational Services	IN	Prometric BV	C	2,018,258	7,133,122	100 000 %
Prometric Technology (Beijing) Co Ltd Raycom Info Tech Tower A 2 Kexueyu Beijing 100080 CH	Educational Services	CH	Prometric BV	C	2,232,334	522,753	100 000 %
Prometric Ltd Hasapanut House Nirim St Hashos Tel Aviv IS	Educational Services	IS	Prometric BV	C	276,650	130,828	100 000 %
Prometric Technology SDN Bhd Suite 21 A01501 Farber Imperial CR Kuala Lumpur 50250 MY	Educational Services	MY	Prometric BV	C	3,273,244	1,082,713	100 000 %
Prometric GmbH Tortrasse 49 Berlin 10119 GM	Educational Services	GM	Prometric II BV	C	1,001,694	956,394	100 000 %
Prometric Pte Ltd 80 Robinson Road 15-00 068898 SN	Educational Services	SN	Prometric II BV	C	2,120,137	817,790	100 000 %
Prometric Thomson Learning Sp Zoo Room 307 UI Nowogrodzka 84/86 Warsaw PL	Educational Services	PL	Prometric II BV	C			100 000 %
Prometric FZ LLC 11-24 Jumeirah One Street 21 PO Bo Dubai AE	Educational Services	AE	Prometric I BV	C	539,342	248,499	100 000 %

**Form 990, Schedule R, Part V - Transactions With Related Organizations**

(a) Name of other organization	(b) Transaction type(a-r)	(c) Amount Involved (\$)
(1) Educational Testing Service (ETS) Global BV	L	6,038,246
(2) Educational Testing Service (ETS) Global BV	A	3,615,247
(3) Educational Testing Service Medical and Dental Benefits Plan	O	17,419,623
(4) ETS Canada Inc	L	489,042
(5) ETS Canada Inc	K	319,367
(6) ETS Canada Inc	A	183,931
(7) ETS Canada Inc	R	1,350,000
(8) Prometric Inc	L	92,330,866
(9) Prometric Inc	K	1,549,106
(10) Educational Testing Service (ETS) Global BV	R	1,031,745

## Additional Data

**Software ID:**

**Software Version:**

**EIN:** 21-0634479

**Name:** Educational Testing Service

### Form 990, Part III - 4 Program Service Accomplishments (See the Instructions)

#### 4d. Other program services

(Code ) (Expenses \$ 1,054,969 including grants of \$ 1,054,969 ) (Revenue \$ )

Grants and other assistance to organizations and individuals inside and outside of the United States

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

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Alvarado Anthony J Trustee	1 50	X						32,000	0	0
Carstarphen Meria Trustee	1 50	X						30,000	0	0
Cavanagh Richard E Trustee	1 50	X						20,000	0	0
Clarkeson John S Trustee	1 50	X						34,000	0	0
English Michela Trustee	1 50	X						34,000	0	0
Henderson Wade Trustee	1 50	X						24,000	0	0
Lynch Carol Trustee	1 50	X						20,000	0	0
Menezes Victor Trustee	1 50	X						24,000	0	0
Murley Robert S Trustee	1 50	X						34,000	0	0
Pacheco Arturo Trustee	1 50	X						14,000	0	0
Richardson Earl S Trustee	1 50	X						24,000	0	0
Ritzen Jozef M M Trustee	1 50	X						15,500	0	0
Robertson Piedad F Trustee	1 50	X						54,000	0	0
Rothkopf Arthur Trustee	1 50	X						32,000	0	0
Valdes Guadalupe Trustee	1 50	X						35,000	0	0
Varn Richard J Trustee	1 50	X						32,000	0	0
Winckler Georg Trustee	1 50	X						17,000	0	0
Landgraf Kurt M President	40 00	X		X				706,968	0	34,914
Bailey Diane A VP Production/Logisitics	40 00			X				210,229	0	16,580
Basehore John VP & Treasurer	40 00			X				238,832	0	29,958
Cascio Charles E VP Learning & Corp Mark	40 00			X				252,556	0	31,537
Donado Yvette SVP-People, Process & Co	40 00			X				286,044	0	35,276
Draper Jr William C VP College Board	40 00			X				3,846	0	231
Elliott Thomas J VP- Strategic Workforce	40 00			X				247,439	0	35,284
Gatti Frank R CFO & SVP	40 00			X				417,755	0	30,727

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

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Gilbertson Bruce M VP-Bid Source & Bus Res	40 00			X				226,374	0	33,609
Hayon Jack VP - Finance	40 00			X				223,800	0	34,771
Horne Eleanor V VP - Social Invest Fund	40 00			X				211,393	0	21,850
Hunt David VP/COO Global	40 00			X				261,496	0	39,257
Johnson-Gregory Sheree VP Assoc General Counsel	40 00			X				216,876	0	34,187
Kerins Nancy J SVP-Production & Deliver	40 00			X				323,516	0	39,419
Lawrence Ida M SVP-Research & Developme	40 00			X				277,247	0	37,841
Lazer Stephen VP-Assessment Developmen	40 00			X				231,020	0	34,214
MacDonald Walter B EVP Prog & Svcs	40 00			X				303,082	0	40,833
Mazzeo John VP Stat Analysis & Psych	40 00			X				229,478	0	20,868
Nelson Scott F VP Corp Comm & Public Af	40 00			X				248,494	0	25,236
Nettles Michael T SVP- Ctr Policy Eval & R	40 00			X				277,282	0	40,116
Oswald John VP & GM K12 Assessments	40 00			X				256,299	0	34,112
Pote Stephen K VP & Chief Quality Offic	40 00			X				225,512	0	33,975
Powell George D VP/COO K-12 Assessments	40 00			X				258,309	0	30,331
Ramsey Paul A SVP Global Dev & Relatio	40 00			X				379,459	0	3,020
Rockey Anne F VP Test Taker Services	40 00			X				203,486	0	27,379
Schroeder Glenn C SVP & Gen Counsel	40 00			X				325,388	0	42,193
Tabbner Phillip S SVP & GM - Global	40 00			X				630,224	0	38,527
Wakeman Daniel VP & Chief Information O	40 00			X				222,829	0	34,978
Weaver Scott V VP Chief Strategy Office	40 00			X				284,810	0	38,123
Payne David G VP/COO HESA	40 00			X				232,355	0	32,281
Tyler Linda L VP/COO HESA	40 00			X				207,566	0	26,626
Kirsh Irwin Distinguished Pres Appoi	40 00						X	261,494	0	31,250
Laramy John Strategic Advisor, K12 B	40 00						X	242,371	0	25,979

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

(A) Name and Title	(B) Average hours per week	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional Trustee	Officer	Key employee	Highest compensated employee	Former			
Latham Andrew Executive Director - Glo	40 00					X		279,537	0	32,279
Patanella Richard Associate Vice President	40 00					X		242,419	0	28,912
Pfund Rebecca Gen Mgr Demand & Relatio	40 00					X		245,950	0	32,914
House Naomi Geraldine Former Trustee	1 50						X	4,000	0	0
Chisolm Arthur Chief Info & Strategy Of	40 00						X	15,000	0	900
Gale Anne S N VP & Corp Secretary	40 00						X	175,407	0	432
Pfister Linda President, K-12	40 00						X	16,674	0	0

## Additional Data

**Software ID:**  
**Software Version:**  
**EIN:** 21-0634479  
**Name:** Educational Testing Service

### Form 990, Schedule D, Part VII - Investments— Other Securities

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
Archstone Partners	14,032,254	F
Federal Street Partners	13,001,052	F
Investment in affiliated entities	167,731,675	F
Silchester International Investors	8,367,598	F
State Street Global	24,682,065	F
Wellington Capital Management	11,849,788	F
BGI Equity Index	8,838,804	F
Next Century	3,861,383	F

**Software ID:**  
**Software Version:**  
**EIN:** 21-0634479  
**Name:** Educational Testing Service

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

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
American Assoc of Hispanics in Higher Education PO Box 877825 Tempe, AZ 85287	30-0150324	501-c-3	80,000	10,615	Fair Market Value	Catering	Support of local community educational programs
Anchor House Foundation Inc PO Box 2357 Trenton, NJ 08007	22-2898173	501-c-3	10,000	0	0	0	Support of local community educational programs
Asian American Legal Defense and Education Fund 99 Hudson Street 12-F New York, NY 10013	13-2855641	501-c-3	5,000	0	0	0	Support of local community educational programs
Boys & Girls Club of Trenton and Mercer County 212 Centre Street Trenton, NJ 08611	73-1658119	501-c-3	0	15,385	Fair Market Value	Venue and catering	Support of local community educational programs
Career Development Awards PO Box 2314 Princeton, NJ 08542	23-7206954	501-c-3	15,300	5,037	Fair Market Value	Venue and catering	Support of local community educational programs
CEJES Institute Inc 5 Cooper Morris Drive Pomona, NY 10970	13-4102065	501-c-3	50,000	0	0	0	Support of local community educational programs
Center for Applied Linguistics 4646 40th St NW Washington, DC 20016	52-0807619	501-c-3	5,000	0	0	0	Support of local community educational programs
CONTACT of Mercer County New Jersey Inc 1985 Pennington Road Ewing, NJ 08618	22-2320153	501-c-3	10,000	0	0	0	Support of local community educational programs
Council of Chief State School Officers One Massachusetts Avenue NW Suite 700 Washington, DC 20001	53-0198090	501-c-3	0	63,107	Fair Market Value	Venue and catering	Support of local community educational programs
Education Commission of the States 700 Broadway Suite 1200 Denver, CO 80203	31-0722194	501-c-3	10,000	0	0	0	Support of local community educational programs

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

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC Code section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
Education Law Center 60 Park Place Suite 300 Newark, NJ 07102	22-2014555	501-c-3	10,000	125	Fair Market Value	Catering	Support of local community educational programs
Education Trust Inc 1250 H Street NW Suite 700 Washington, DC 20005	52-3636158	501-c-3	15,000	0	0	0	Support of local community educational programs
Ewing Public Education Foundation Inc PO Box 7033 Ewing, NJ 08628	22-3347353	501-c-3	19,000	7,131	Fair Market Value	Venue and Catering	Support of local community educational programs
Fight for Children Inc 1825 K Street Suite 1080 Washington, DC 20006	52-1706059	501-c-3	7,750	0	0	0	Support of local community educational programs
Hands on Helpers (aka VolunteerConnect) 1120 John Street Suite 7 Princeton, NJ 08542	22-3595586	501-c-3	5,000	0	0	0	Support of local community educational programs
Hopewell Valley Education Foundation PO Box 553 Pennington, NJ 08534	22-3235943	501-c-3	8,600	3,573	Fair Market Value	Venue and catering	Support of local community educational programs
Institute for Educational Leadership 4455 Connecticut Avenue NW Washington, DC 20008	52-1198450	501-c-3	5,000	0	0	0	Support of local community educational programs
Junior Achievement of New Jersey 4365 Route 1 South Princeton, NJ 08540	22-1774147	501-c-3	10,000	0	0	0	Support of local community educational programs
Korean Community Center of Greater Princeton 230 Arretton Road Princeton, NJ 08540	26-1739566	501-c-3	9,850	0	0	0	Support of local community educational programs
Lawrence Hopewell Trail Corporation PO Box 6735 Lawrenceville, NJ 08648	22-2458313	501-c-3	20,000	235	Fair Market Value	Catering	Support of local community educational programs

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

(a) Name and address of organization or government	(b) EIN	(c) IRC Code section if applicable	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
Lawrence Nonprofit Housing Inc 175 Johnson Avenue Lawrenceville, NJ 08648	23-7236750	501-c-3	11,000	0	0	0	Support of local community educational programs
Lawrence Township Education Foundation Inc 17 Phillips Avenue Lawrenceville, NJ 08648	22-3192024	501-c-3	73,024	0	0	0	Support of local community educational programs
Lawrenceville Fire Company Phillips Avenue District 3 Lawrenceville, NJ 08648	23-7330548	501-c-3	11,000	0	0	0	Support of local community educational programs
Literacy Volunteers of Mercer County 3535 Quakerbridge Road Suite 104 Hamilton, NJ 08614	22-3502495	501-c-3	10,325	0	0	0	Support of local community educational programs
Mercer Street Friends 151 Mercer Street Trenton, NJ 08618	21-0733990	501-c-3	10,000	0	0	0	Support of local community educational programs
Metropolitan State College of Denver Foundation PO Box 173362 Campus Box 14 Denver, CO 80217	84-0576459	501-c-3	5,000	0	0	0	Support of local community educational programs
Morgan State University Foundation 1700 E Cold Spring Ln 208 Truth Hall Baltimore, MD 21251	23-7089143	501-c-3	8,500	0	0	0	Support of local community educational programs
NAMI Mercer Inc 3371 Brunswick Pike Suite 124 Lawrenceville, NJ 08648	22-2587453	501-c-3	5,270	5,264	Fair Market Value	Printing, Catering	Support of local community educational programs
National Association for Equal Opportunity in Higher Education 209 Third Street SE Washington, DC 20003	23-7439804	501-c-3	42,883	0	0	0	Support of local community educational programs
National Center for Learning Disabilities 111 West 57th Street Suite 420 New York, NY 10019	13-2899381	501-c-3	10,000	0	0	0	Support of local community educational programs

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

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC Code section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
National Council for Research on Women 11 Hanover Square 24th Floor New York, NY 10005	13-3170956	501-c-3	10,850	5,825	Fair Market Value	Venue and catering	Support of local community educational programs
New Jersey Education Foundation Partnership Inc PO Box 908 Princeton Junction, NJ 08550	36-4613556	501-c-3	25,450	6,824	Fair Market Value	Venue and catering	Support of local community educational programs
Parents Step Ahead 2102 Empire Central Dallas, TX 75235	26-2477378	501-c-3	20,000	0	0	0	Support of local community educational programs
PlanSmart New Jersey 118 West State Street Trenton, NJ 08608	22-1854716	501-c-3	7,500	6,276	Fair Market Value	Printing	Support of local community educational programs
Princeton Family YWCA 59 Paul Robeson Place Princeton, NJ 08540	21-0635056	501-c-3	18,100	0	0	0	Support of local community educational programs
Princeton Healthcare System Foundation 253 Witherspoon Street Princeton, NJ 08540	22-2225911	501-c-3	100,000	0	0	0	Support of local community educational programs
Princeton Regional Chamber of Commerce 9 Vandeventer Avenue Princeton, NJ 08542	21-0722138	501-c-3	5,725	0	0	0	Support of local community educational programs
Rutgers University Foundation for the NJ Math & Science Coalition Winants Hall 7 College Avenue New Brunswick, NJ 08901	23-7318742	501-c-3	16,500	239	Fair Market Value	Catering	Support of local community educational programs
St Lawrence Rehabilitation Center 2381 Lawrenceville Road Lawrenceville, NJ 08648	22-3227943	501-c-3	10,000	0	0	0	Support of local community educational programs
The Moms Club of Titusville Hopewell PO Box 43 Titusville, NJ 08560	55-0877970	501-c-3	5,000	0	0	0	Support of local community educational programs

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

<b>(a)</b> Name and address of organization or government	<b>(b)</b> EIN	<b>(c)</b> IRC Code section if applicable	<b>(d)</b> Amount of cash grant	<b>(e)</b> Amount of non-cash assistance	<b>(f)</b> Method of valuation (book, FMV, appraisal, other)	<b>(g)</b> Description of non-cash assistance	<b>(h)</b> Purpose of grant or assistance
Trenton Public Education Foundation Inc PO Box 22545 Trenton, NJ 08607	56-2463017	501-c-3	10,000	0	0	0	Support of local community educational programs
UIH Family Partners 864 Bellevue Avenue Trenton, NJ 08618	21-0635048	501-c-3	10,000	0	0	0	Support of local community educational programs
United Way of Greater Mercer County 3131 Princeton Pike Bldg 4 Lawrenceville, NJ 08648	21-0683073	501-c-3	50,000	0	0	0	Support of local community educational programs
USO of PA & Southern NJ (dba Liberty USO) Philadelphia International Airport Terminal A East Philadelphia, PA 19153	23-1426011	501-c-3	5,000	0	0	0	Support of local community educational programs
Young Audiences of New Jersey Inc 200 Forrestal Road Princeton, NJ 08540	23-7384991	501-c-3	375	55,394	Fair Market Value	Venue and catering	Support of local community educational programs
Township of Lawrence 2207 Lawrence Road Lawrenceville, NJ 08648	21-6000791		0	7,421	Fair Market Value	Printing	Support of local community educational programs
County of Mercer Superintendent of Schools Office Mercer County Admin Bldg 640 South Broad St Trenton, NJ 08650	21-6000856		0	16,710	Fair Market Value	Venue and catering	Support of local community educational programs
Lawrence Township Board of Education 2565 Princeton Pike Lawrenceville, NJ 08648	21-6000225		40,610	0	0	0	Support of local community educational programs

**Software ID:**  
**Software Version:**  
**EIN:** 21-0634479  
**Name:** Educational Testing Service

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

(A) Name	(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
	(i) Base Compensation	(ii) Bonus & incentive compensation	(iii) Other compensation				
Landgraf Kurt M	(i) 602,612 (ii) 0	0	104,356 0	20,588 0	14,326 0	741,882 0	0 0
Bailey Diane A	(i) 178,002 (ii) 0	0	32,227 0	15,675 0	905 0	226,809 0	0 0
Basehore John	(i) 189,490 (ii) 0	0	49,342 0	19,472 0	10,486 0	268,790 0	0 0
Cascio Charles E	(i) 209,360 (ii) 0	0	43,196 0	21,205 0	10,332 0	284,093 0	0 0
Donado Yvette	(i) 253,085 (ii) 0	0	32,959 0	24,750 0	10,526 0	321,320 0	0 0
Elliott Thomas J	(i) 205,716 (ii) 0	0	41,723 0	20,958 0	14,326 0	282,723 0	0 0
Gatti Frank R	(i) 341,550 (ii) 0	0	76,205 0	20,201 0	10,526 0	448,482 0	0 0
Gilbertson Bruce M	(i) 168,077 (ii) 0	0	58,297 0	19,291 0	14,318 0	259,983 0	0 0
Hayon Jack	(i) 188,905 (ii) 0	0	34,895 0	20,450 0	14,321 0	258,571 0	0 0
Horne Eleanor V	(i) 157,302 (ii) 0	0	54,091 0	16,318 0	5,532 0	233,243 0	0 0
Hunt David	(i) 230,001 (ii) 0	0	31,495 0	24,307 0	14,950 0	300,753 0	0 0
Johnson-Gregory Sheree L	(i) 206,319 (ii) 0	0	10,557 0	19,869 0	14,318 0	251,063 0	0 0
Kerins Nancy J	(i) 265,289 (ii) 0	0	58,227 0	25,093 0	14,326 0	362,935 0	0 0
Lawrence Ida M	(i) 247,149 (ii) 0	0	30,098 0	23,515 0	14,326 0	315,088 0	0 0
Lazer Stephen	(i) 201,226 (ii) 0	0	29,794 0	19,888 0	14,326 0	265,234 0	0 0
MacDonald Walter B	(i) 276,303 (ii) 0	0	26,779 0	26,507 0	14,326 0	343,915 0	0 0
Mazzeo John	(i) 207,371 (ii) 0	0	22,107 0	19,940 0	928 0	250,346 0	0 0
Nelson Scott F	(i) 212,663 (ii) 0	0	35,831 0	19,375 0	5,861 0	273,730 0	0 0
Nettles Michael T	(i) 251,614 (ii) 0	0	25,668 0	25,790 0	14,326 0	317,398 0	0 0
Oswald John	(i) 224,757 (ii) 0	0	31,542 0	23,586 0	10,526 0	290,411 0	0 0
Pote Stephen K	(i) 196,782 (ii) 0	0	28,730 0	19,663 0	14,312 0	259,487 0	0 0
Powell George D	(i) 214,730 (ii) 0	0	43,579 0	19,807 0	10,524 0	288,640 0	0 0
Ramsey Paul A	(i) 9,937 (ii) 0	0	369,522 0	2,785 0	235 0	382,479 0	0 0
Rockey Anne F	(i) 176,799 (ii) 0	0	26,687 0	16,071 0	11,308 0	230,865 0	0 0
Schroeder Glenn C	(i) 288,969 (ii) 0	0	36,419 0	27,867 0	14,326 0	367,581 0	0 0
Tabbner Phillip S	(i) 251,228 (ii) 0	0	378,996 0	24,210 0	14,317 0	668,751 0	0 0
Wakeman Daniel	(i) 188,975 (ii) 0	0	33,854 0	19,658 0	15,320 0	257,807 0	0 0
Weaver Scott V	(i) 250,034 (ii) 0	0	34,776 0	24,055 0	14,068 0	322,933 0	0 0
Payne David G	(i) 198,476 (ii) 0	0	33,879 0	18,685 0	13,596 0	264,636 0	0 0
Tyler Linda L	(i) 175,499 (ii) 0	0	32,067 0	16,638 0	9,988 0	234,192 0	0 0
Kirsh Irwin	(i) 237,023 (ii) 0	0	24,471 0	21,802 0	9,448 0	292,744 0	0 0
Laramy John	(i) 172,750 (ii) 0	45,529 0	24,092 0	15,500 0	10,479 0	268,350 0	0 0
Latham Andrew	(i) 195,187 (ii) 0	149 0	84,201 0	18,231 0	14,048 0	311,816 0	0 0
Patanella Richard	(i) 199,944 (ii) 0	18,165 0	24,310 0	18,687 0	10,225 0	271,331 0	0 0
Pfund Rebecca	(i) 204,636 (ii) 0	26,643 0	14,671 0	18,863 0	14,051 0	278,864 0	0 0
Gale Anne S N	(i) 4,223 (ii) 0	5,736 0	165,448 0	432 0	0 0	175,839 0	0 0