



See a Social Security Number? Say Something!
Report Privacy Problems to <https://public.resource.org/privacy>
Or call the IRS Identity Theft Hotline at 1-800-908-4490



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

2011

Open to Public Inspection

A For the 2011 calendar year, or tax year beginning 07-01-2011 and ending 06-30-2012

B Check if applicable

☐ Address change

☐ Name change

☐ Initial return

☐ Terminated

☐ Amended return

☐ Application pending

C Name of organization
THE COLLEGE OF WOOSTER

Doing Business As

Number and street (or P O box if mail is not delivered to street address)1101 NORTH BEVER STREET

Room/suite

City or town, state or country, and ZIP + 4
WOOSTER, OH 44691

F Name and address of principal officer
LAURIE L STICKELMAIER
1101 NORTH BEVER STREET
WOOSTER, OH 44691

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) ☐ 501(c) () ◀(insert no) ☐ 4947(a)(1) or ☐ 527

J Website: ▶ WWW.WOOSTER.EDU

K Form of organization

☒ Corporation ☐ Trust ☐ Association ☐ Other ▶

L Year of formation 1866

M State of legal domicile OH

Part I		Summary		
Activities & Governance	1	Briefly describe the organization's mission or most significant activities THE COLLEGE OF WOOSTER IS A COMMUNITY OF INDEPENDENT MINDS, WORKING TOGETHER TO PREPARE STUDENTS TO BECOME LEADERS OF CHARACTER AND INFLUENCE IN AN INTERDEPENDENT GLOBAL COMMUNITY		
	2	Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets		
	3	Number of voting members of the governing body (Part VI, line 1a)	3	41
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	39
Revenue	5	Total number of individuals employed in calendar year 2011 (Part V, line 2a)	5	2,449
	6	Total number of volunteers (estimate if necessary)	6	1,200
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	579,513
	b	Net unrelated business taxable income from Form 990-T, line 34	7b	0
	8	Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9	Program service revenue (Part VIII, line 2g)	13,501,862	12,106,243
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	92,777,292	98,047,464
Expenses	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	4,035,743	-1,912,728
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	93,496	79,412
	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	110,408,393	108,320,391
	14	Benefits paid to or for members (Part IX, column (A), line 4)	37,641,838	41,160,196
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	0	0
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	46,415,950	50,980,322
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶3,830,157	14,703	48,748
Net Assets or Fund Balances	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)		
	18	Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)	30,949,730	32,682,051
	19	Revenue less expenses Subtract line 18 from line 12	115,022,221	124,871,317
			-4,613,828	-16,550,926
			Beginning of Current Year	End of Year
	20	Total assets (Part X, line 16)	460,574,875	442,604,447
	21	Total liabilities (Part X, line 26)	56,248,211	59,454,602
	22	Net assets or fund balances Subtract line 21 from line 20	404,326,664	383,149,845

Part II

Signature Block

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

Sign Here

Signature of officer

2013-05-03

Date

LAURIE L STICKELMAIER VP FINANCE & BUSINESS/TREASURER

Type or print name and title

Paid Preparer's Use Only

Preparer's signature ZACK FORTSCH

Firm's name (or yours if self-employed), address, and ZIP + 4
MCGLADREY LLP
1 S WACKER DRIVE STE 800
CHICAGO, IL 60606

Date

Check if self-employed ☐

Preparer's taxpayer identification number (see instructions)
P00052725

EIN ▶ 42-0714325

Phone no ▶ (312) 634-3400

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

☒ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

Cat No 11282Y

Form 990 (2011)

Part III

Statement of Program Service Accomplishments

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

1

Briefly describe the organization's mission

THE COLLEGE OF WOOSTER IS A COMMUNITY OF INDEPENDENT MINDS, WORKING TOGETHER TO PREPARE STUDENTS TO BECOME LEADERS OF CHARACTER AND INFLUENCE IN AN INTERDEPENDENT GLOBAL COMMUNITY WE ENGAGE MOTIVATED STUDENTS IN A RIGOROUS AND DYNAMIC LIBERAL EDUCATION MENTORED BY A FACULTY NATIONALLY RECOGNIZED FOR EXCELLENCE IN TEACHING, WOOSTER GRADUATES ARE CREATIVE AND INDEPENDENT THINKERS WITH EXCEPTIONAL ABILITIES TO ASK IMPORTANT QUESTIONS, RESEARCH COMPLEX ISSUES, SOLVE PROBLEMS, AND COMMUNICATE NEW KNOWLEDGE AND INSIGHT

2

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

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

3

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

If "Yes," describe these changes on Schedule O

4

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

4a

(Code) (Expenses \$ 69,456,310 including grants of \$ 40,978,194) (Revenue \$ 75,469,506)

INSTRUCTION - THE COLLEGE OF WOOSTER IS A LIBERAL ARTS INSTITUTION THAT ENGAGES MOTIVATED STUDENTS IN A RIGOROUS AND DYNAMIC LIBERAL EDUCATION STUDENTS ARE MENTORED BY A FACULTY NATIONALLY RECOGNIZED FOR EXCELLENCE IN TEACHING WOOSTER GRADUATES ARE CREATIVE AND INDEPENDENT THINKERS WITH EXCEPTIONAL ABILITIES TO ASK IMPORTANT QUESTIONS, RESEARCH COMPLEX ISSUES, SOLVE PROBLEMS, AND COMMUNICATE NEW KNOWLEDGE AND INSIGHT THE COLLEGE OF WOOSTER AWARDED SCHOLARSHIPS TO 1,895 UNDERGRADUATE STUDENTS, AVERAGING \$21,532 PER STUDENT, TO ASSIST IN MEETING CALCULATED FINANCIAL NEED

4b

(Code) (Expenses \$ 15,398,906 including grants of \$) (Revenue \$ 18,275,658)

AUXILIARY SERVICES - THE COLLEGE OF WOOSTER IS A RESIDENTIAL CAMPUS WITH OVER 99% OF ENROLLED STUDENTS RESIDING IN A RESIDENCE HALL OR PROGRAM HOUSE THE OFFICE OF RESIDENCE LIFE MANAGES 14 RESIDENCE HALLS AND 30 PROGRAM HOUSES STUDENTS HAVE SEVERAL THEME OPTIONS AVAILABLE INCLUDING CROSS CULTURAL LEARNING EXPERIENCES, LUCE LANGUAGE SUITES, INDEPENDENT SENIOR HOUSING, AND GREEK HOUSING

4c

(Code) (Expenses \$ 16,171,987 including grants of \$ 104,702) (Revenue \$ 1,211,936)

STUDENT SERVICES - THE COLLEGE OF WOOSTER SUPPORTS THE HOLISTIC GROWTH AND DEVELOPMENT OF STUDENTS THROUGH MEANINGFUL EXPERIENCES THAT FOSTER LEADERSHIP, SOCIAL AND MULTICULTURAL INTERACTIONS, AND COMMUNITY BUILDING THE COLLEGE'S 120 STUDENT ORGANIZATIONS AND 21 ATHLETIC TEAMS REFLECT THE WIDE RANGE OF STUDENT INTERESTS, IDEAS, HOBBIES, AND PASSIONS

(Code) (Expenses \$ 10,610,482 including grants of \$ 77,300) (Revenue \$ 3,090,364)

RESEARCH PROGRAMS, PUBLIC & ACADEMIC SUPPORT

4d

Other program services (Describe in Schedule O)

(Expenses \$ 10,610,482 including grants of \$ 77,300) (Revenue \$ 3,090,364)

4e

Total program service expenses \$ 111,637,685

Form 990 (2011)

Part IV Checklist of Required Schedules

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

Part IV

Checklist of Required Schedules (continued)

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

Part V Statements Regarding Other IRS Filings and Tax Compliance		
Check if Schedule O contains a response to any question in this Part V ☐		
		YesNo
1a	Enter the number reported in Box 3 of Form 1096 Enter -0- if not applicable .	1a2,811
b	Enter the number of Forms W-2G included in line 1a Enter -0- if not applicable	1b0
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1cYes
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements filed for the calendar year ending with or within the year covered by this return .	2a2,449
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)	2bYes
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3aYes
b	If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O	3bYes
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account or securities account)?	4aNo
b	If "Yes," enter the name of the foreign country See instructions for filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts	
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5aNo
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5bNo
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible?	6aNo
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b
7	Organizations that may receive deductible contributions under section 170(c).	
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7aYes
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7bYes
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7cNo
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7eNo
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7fNo
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h
8	Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?	8
9	Sponsoring organizations maintaining donor advised funds.	
a	Did the organization make any taxable distributions under section 4966?	9a
b	Did the organization make a distribution to a donor, donor advisor, or related person?	9b
10	Section 501(c)(7) organizations. Enter	
a	Initiation fees and capital contributions included on Part VIII, line 12	10a
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b
11	Section 501(c)(12) organizations. Enter	
a	Gross income from members or shareholders	11a
b	Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)	11b
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b
13	Section 501(c)(29) qualified nonprofit health insurance issuers.	
a	Is the organization licensed to issue qualified health plans in more than one state? Note. All 501(c)(29) organizations must list in Schedule O each state in which they are licensed to issue qualified health plans, the amount of reserves required by each state, and the amount of reserves the organization allocated to each state	13a
b	Enter the aggregate amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b
c	Enter the aggregate amount of reserves on hand	13c
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14aNo
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O	14b

Part VI

Governance, Management, and Disclosure

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

Section A. Governing Body and Management

		Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year		
1b	Enter the number of voting members included in line 1a, above, who are independent		
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 governing documents since the prior Form 990 was filed?		No
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		No
6	Did the organization have members or stockholders?		No
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		No
7b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		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.)

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

Section C. Disclosure

17	List the States with which a copy of this Form 990 is required to be filed	OH
18	Section 6104 requires an organization to make its Form 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply. ☐ Own website ☐ Another's website ☒ Upon request	
19	Describe in Schedule O whether (and if so, how), the organization made its governing documents, conflict of interest policy, and financial statements available to the public. See Additional Data Table.	
20	State the name, physical address, and telephone number of the person who possesses the books and records of the organization.	PEGGY DEBARTOLO 1101 NORTH BEVER STREET WOOSTER, OH 44691 (330) 263-2018

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

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

Form **990** (2011)

Part VII

1b	Sub-Total			
c	Total from continuation sheets to Part VII, Section A			
d	Total (add lines 1b and 1c)	2,378,186	0	616,073

2 Total number of individuals (including but not limited to those listed in Item 1) who received or accrued more than \$100,000 of reportable compensation from the organization. ▶ 22

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

Section B. Independent Contractors

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

(A) Name and business address	(B) Description of services	(C) Compensation
BCMC PO BOX 422 WOOSTER, OH 44691	CONSTRUCTION/PROJECT RELATED	12,957,083
ENERGY SYSTEMS GROUP INC 4655 ROSEBUD LANE NEWBURGH, IN 47630	PERFORMANCE CONTRACT	3,498,331
STANDARD PLUMBING AND HEATING 435 WALNUT AVENUE SE CANTON, OH 44701	REPAIRS/MTN - CAMPUS PROJECTS	365,911
DYNAMIX ENGINEERING LTD 855 GRANDVIEW AVENUE THIRD FLOOR COLUMBUS, OH 43215	REPAIRS/MTN - CAMPUS PROJECTS	300,040
DOBER LIDSKY MATHEY 385 CONCORD AVENUE SUITE 201 BELMONT, MA 02478	CAMPUS PLANNING	285,847
2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization 13		

Part VIII Statement of Revenue

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514
Contributions, gifts, grants and other similar amounts	1a	Federated campaigns . . .	1a	50,000			
	b	Membership dues	1b				
	c	Fundraising events	1c	45			
	d	Related organizations	1d	39,911			
	e	Government grants (contributions)	1e	540,264			
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	11,476,023			
	g	Noncash contributions included in lines 1a-1f \$ 722,349					
	h	Total. Add lines 1a-1f					
Program Service Revenue			Business Code				
	2a	TUITION AND FEES	900099	75,230,892	75,230,892		
	b	ROOM & BOARD	721000	17,814,650	17,814,650		
	c	STUDENT AUXILIARY SERV	451211	1,783,730	412,777	473,719	897,234
	d	STUDENT SERVICES	900099	1,211,936	1,211,936		
	e	COMMUNITY EVENTS	900099	938,297	938,297		
	f	All other program service revenue		1,067,959	1,067,959		
	g	Total. Add lines 2a-2f			98,047,464		
Other Revenue	3	Investment income (including dividends, interest and other similar amounts)		1,655,044		60,532	1,594,512
	4	Income from investment of tax-exempt bond proceeds . . .					
	5	Royalties		732			732
	6a	(i) Real		(ii) Personal			
		72,893		32,314			
		41,829		0			
		31,064		32,314			
	b	Less rental expenses					
	c	Rental income or (loss)					
	d	Net rental income or (loss)		63,378		32,314	31,064
	7a	(i) Securities		(ii) Other			
		56,939,164		30,379,563			
		59,317,682		31,568,817			
		-2,378,518		-1,189,254			
	b	Less cost or other basis and sales expenses					
	c	Gain or (loss)					
	d	Net gain or (loss)		-3,567,772		12,948	-3,580,720
	8a	Gross income from fundraising events (not including \$ 45 of contributions reported on line 1c) See Part IV, line 18			3,823		
		a	7,130				
		b	3,307				
	c	Net income or (loss) from fundraising events . . .					3,823
	9a	Gross income from gaming activities See Part IV, line 19			11,479		
a		18,915					
b		7,436					
c	Net income or (loss) from gaming activities . . .					11,479	
10a	Gross sales of inventory, less returns and allowances						
	a						
	b						
b	Less cost of goods sold						
c	Net income or (loss) from sales of inventory . . .						
Miscellaneous Revenue		Business Code					
11a							
b							
c							
d	All other revenue						
e	Total. Add lines 11a-11d						
12	Total revenue. See Instructions			108,320,391	96,676,511	579,513	-1,041,876

Part IX

Statement of Functional Expenses

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

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

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

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.		(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1	Grants and other assistance to governments and organizations in the United States See Part IV, line 21	30,500	30,500		
2	Grants and other assistance to individuals in the United States See Part IV, line 22	37,592,187	37,592,187		
3	Grants and other assistance to governments, organizations, and individuals outside the United States See Part IV, lines 15 and 16	3,537,509	3,537,509		
4	Benefits paid to or for members				
5	Compensation of current officers, directors, trustees, and key employees	2,173,343	845,485	953,111	374,747
6	Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7	Other salaries and wages	34,694,718	30,590,842	2,407,770	1,696,106
8	Pension plan contributions (include section 401(k) and section 403(b) employer contributions)	2,922,801	2,590,955	188,786	143,060
9	Other employee benefits	8,637,862	5,931,672	2,496,579	209,611
10	Payroll taxes	2,551,598	2,282,853	124,789	143,956
11	Fees for services (non-employees)				
a	Management				
b	Legal	59,862	20,220	38,975	667
c	Accounting	105,200	5,376	99,665	159
d	Lobbying				
e	Professional fundraising See Part IV, line 17	48,748			48,748
f	Investment management fees	562,524		562,524	
g	Other	2,315,398	1,995,051	216,753	103,594
12	Advertising and promotion	145,524	133,539	11,399	586
13	Office expenses	3,204,244	2,589,922	168,843	445,479
14	Information technology	1,574,779	1,161,137	400,794	12,848
15	Royalties	40,285	39,315	970	
16	Occupancy	2,609,824	2,513,539	73,159	23,126
17	Travel	2,185,169	1,764,405	80,429	340,335
18	Payments of travel or entertainment expenses for any federal, state, or local public officials				
19	Conferences, conventions, and meetings	560,675	491,425	48,295	20,955
20	Interest	829,505	699,030	128,786	1,689
21	Payments to affiliates				
22	Depreciation, depletion, and amortization	6,942,863	6,156,333	675,364	111,166
23	Insurance	45,229	42,979	2,250	
24	Other expenses Itemize expenses not covered above (List miscellaneous expenses in line 24f If line 24f amount exceeds 10% of line 25, column (A) amount, list line 24f expenses on Schedule O)				
a	REPAIRS & MAINTENANCE	3,151,354	2,870,962	244,649	35,743
b	COST OF GOODS SOLD	3,013,545	2,988,558	24,987	
c	OFF-CAMPUS PROGRAMS	2,963,464	2,963,464		
d	LIBRARY MATERIALS	819,087	819,087		
e					
f	All other expenses	1,553,520	981,340	454,598	117,582
25	Total functional expenses. Add lines 1 through 24f	124,871,317	111,637,685	9,403,475	3,830,157
26	Joint costs. Check here ☐ if following SOP 98-2 (ASC 958-720) Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

Part X

Balance Sheet

					(A)		(B)
					Beginning of year		End of year
Assets	1	Cash—non-interest-bearing			12,943	1	14,212
	2	Savings and temporary cash investments			2,384,292	2	3,619,071
	3	Pledges and grants receivable, net			13,376,694	3	10,291,055
	4	Accounts receivable, net			675,815	4	826,893
	5	Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L				5	
	6	Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B). Complete Part II of Schedule L				6	
	7	Notes and loans receivable, net			375,696	7	234,640
	8	Inventories for sale or use			649,653	8	714,627
	9	Prepaid expenses and deferred charges			897,313	9	764,214
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a	231,443,296			
	b	Less: accumulated depreciation	10b	84,487,949	140,595,722	10c	146,955,347
	11	Investments—publicly traded securities			120,647,200	11	113,805,868
	12	Investments—other securities. See Part IV, line 11			169,311,102	12	155,294,599
	13	Investments—program-related. See Part IV, line 11			4,409,635	13	3,677,912
	14	Intangible assets				14	
	15	Other assets. See Part IV, line 11			7,238,810	15	6,406,009
	16	Total assets. Add lines 1 through 15 (must equal line 34)			460,574,875	16	442,604,447
Liabilities	17	Accounts payable and accrued expenses			9,625,738	17	8,193,199
	18	Grants payable				18	
	19	Deferred revenue			1,897,900	19	2,089,582
	20	Tax-exempt bond liabilities			26,561,428	20	30,077,020
	21	Escrow or custodial account liability. Complete Part IV of Schedule D				21	
	22	Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L				22	
	23	Secured mortgages and notes payable to unrelated third parties			149,421	23	113,087
	24	Unsecured notes and loans payable to unrelated third parties				24	
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D			18,013,724	25	18,981,714
	26	Total liabilities. Add lines 17 through 25			56,248,211	26	59,454,602
Net Assets or Fund Balances	Organizations that follow SFAS 117, check here ☒ and complete lines 27 through 29, and lines 33 and 34.						
	27	Unrestricted net assets			255,569,880	27	244,817,674
	28	Temporarily restricted net assets			40,440,223	28	27,593,663
	29	Permanently restricted net assets			108,316,561	29	110,738,508
	Organizations that do not follow SFAS 117, check here ☐ and complete lines 30 through 34.						
	30	Capital stock or trust principal, or current funds				30	
	31	Paid-in or capital surplus, or land, building or equipment fund				31	
	32	Retained earnings, endowment, accumulated income, or other funds				32	
	33	Total net assets or fund balances			404,326,664	33	383,149,845
	34	Total liabilities and net assets/fund balances			460,574,875	34	442,604,447

Part XI Reconciliation of Net Assets

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

1	Total revenue (must equal Part VIII, column (A), line 12)	1	108,320,391
2	Total expenses (must equal Part IX, column (A), line 25)	2	124,871,317
3	Revenue less expenses Subtract line 2 from line 1	3	-16,550,926
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	404,326,664
5	Other changes in net assets or fund balances (explain in Schedule O)	5	-4,625,893
6	Net assets or fund balances at end of year Combine lines 3, 4, and 5 (must equal Part X, line 33, column (B))	6	383,149,845

Part XII Financial Statements and Reporting

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

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

SCHEDULE A

(Form 990 or 990EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

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

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

OMB No 1545-0047

2011

Open to Public
Inspection

Name of the organization THE COLLEGE OF WOOSTER	Employer identification number 34-0714654
--	--

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 Se**section 509(a)(4).**
- 11

☐

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

a

☐

Type I

b

☐

Type II

c

☐

Type III - Functionally integrated

d

☐

Type III - Other

e

☐

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

f

☐

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

g

☐

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

(i)

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

(ii)

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

(iii)

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

h

☐

Provide the following information about the supported organization(s)

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

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

Part II

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

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

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

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

Part IIIPart III

Support Schedule for Organizations Described in IRC 509(a)(2)
(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support						
Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public Support (Subtract line 7c from line 6.)						

Section B. Total Support						
Calendar year (or fiscal year beginning in)	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)						
13 Total support (Add lines 9, 10c, 11 and 12.)						
14 First Five Years If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a 501(c)(3) organization, check this box and stop here						

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

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

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

Facts And Circumstances Test

Explanation

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

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

OMB No 1545-0047

2011

Open to Public Inspection

Name of the organization
THE COLLEGE OF WOOSTER

Employer identification number
34-0714654

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

	(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year	
2	Aggregate contributions to (during year)	
3	Aggregate grants from (during year)	
4	Aggregate value at end of year	
5	Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No	
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 ☐ Yes ☐ No	

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

1

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

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

2

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

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

3

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

4

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

5

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

☐ Yes ☐ No

6

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

7

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

8

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

☐ Yes ☐ No

9

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

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

1a

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

b

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

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

► \$ _____

(ii) Assets included in Form 990, Part X

► \$ 449,754

2

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

a

Revenues included in Form 990, Part VIII, line 1

► \$ _____

b

Assets included in Form 990, Part X

► \$ _____

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

Cat No 52283D

Schedule D (Form 990) 2011

Part III

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

3

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

a

☒ Public exhibition

d

☒ Loan or exchange programs

b

☒ Scholarly research

e

☐ Other

c

☒ Preservation for future generations

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

	Amount
1c	
1d	
1e	
1f	

2a

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

☐ Yes☐ No

b

If "Yes," explain the arrangement in Part XIV

Part V

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

	(a)Current Year	(b)Prior Year	(c)Two Years Back	(d)Three Years Back	(e)Four Years Back
1a	Beginning of year balance	246,688,529	223,981,868	212,953,700	272,666,670
b	Contributions	2,884,168	2,673,503	1,505,510	3,038,407
c	Investment earnings or losses	-6,769,426	32,489,920	23,584,281	-41,896,793
d	Grants or scholarships				
e	Other expenditures for facilities and programs	11,868,240	12,456,762	14,061,623	20,854,584
f	Administrative expenses				
g	End of year balance	230,935,031	246,688,529	223,981,868	212,953,700

2

Provide the estimated percentage of the year end balance held as

a

Board designated or quasi-endowment ▶ 50 350 %

b

Permanent endowment ▶ 43 750 %

c

Term endowment ▶ 5 900 %

3a

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

(i)

unrelated organizations

3a(i)

☐ Yes☐ No

(ii)

related organizations

3a(ii)

☐ Yes☐ No

b

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

3b

☐ Yes☐ No

4

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

Part VI

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

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land	142,349	2,294,944		2,437,293
b Buildings	822,328	99,047,553	33,793,431	66,076,450
c Leasehold improvements	23,298	85,983,749	22,499,470	63,507,577
d Equipment	10,757	32,449,609	22,137,828	10,322,538
e Other		10,668,709	6,057,220	4,611,489
Total. Add lines 1a-1e (Column (d) should equal Form 990, Part X, column (B), line 10(c).)				146,955,347

Part XI Reconciliation of Change in Net Assets from Form 990 to Financial Statements				
1	Total revenue (Form 990, Part VIII, column (A), line 12)	1	108,320,391	
2	Total expenses (Form 990, Part IX, column (A), line 25)	2	124,871,317	
3	Excess or (deficit) for the year Subtract line 2 from line 1	3	-16,550,926	
4	Net unrealized gains (losses) on investments	4	-4,625,893	
5	Donated services and use of facilities	5		
6	Investment expenses	6		
7	Prior period adjustments	7		
8	Other (Describe in Part XIV)	8		
9	Total adjustments (net) Add lines 4 - 8	9	-4,625,893	
10	Excess or (deficit) for the year per financial statements Combine lines 3 and 9	10	-21,176,819	
Part XII Reconciliation of Revenue per Audited Financial Statements With Revenue per Return				
1	Total revenue, gains, and other support per audited financial statements 	1	62,327,879	
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12			
a	Net unrealized gains on investments 	2a	-4,625,893	
b	Donated services and use of facilities 	2b		
c	Recoveries of prior year grants 	2c		
d	Other (Describe in Part XIV) 	2d	52,572	
e	Add lines 2a through 2d	2e	-4,573,321	
3	Subtract line 2e from line 1	3	66,901,200	
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1			
a	Investment expenses not included on Form 990, Part VIII, line 7b 	4a		
b	Other (Describe in Part XIV) 	4b	41,419,191	
c	Add lines 4a and 4b	4c	41,419,191	
5	Total Revenue Add lines 3 and 4c . (This should equal Form 990, Part I, line 12) 	5	108,320,391	

Part XIII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return				
1	Total expenses and losses per audited financial statements 	1	83,504,698	
2	Amounts included on line 1 but not on Form 990, Part IX, line 25			
a	Donated services and use of facilities 	2a		
b	Prior year adjustments 	2b		
c	Other losses 	2c		
d	Other (Describe in Part XIV) 	2d	52,572	
e	Add lines 2a through 2d	2e	52,572	
3	Subtract line 2e from line 1	3	83,452,126	
4	Amounts included on Form 990, Part IX, line 25, but not on line 1 :			
a	Investment expenses not included on Form 990, Part VIII, line 7b 	4a		
b	Other (Describe in Part XIV) 	4b	41,419,191	
c	Add lines 4a and 4b	4c	41,419,191	
5	Total expenses Add lines 3 and 4c . (This should equal Form 990, Part I, line 18) 	5	124,871,317	

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 III, LINE 4	THE COLLEGE'S COLLECTION INCLUDES CONTEMPORARY ART, ANCIENT POTTERY, ETHNOGRAPHIC MATERIALS, RARE BOOKS, GEOLOGICAL ROCKS, BIOLOGICAL SPECIMENS AND HISTORICAL ITEMS. THESE ITEMS ARE HELD FOR EDUCATION, RESEARCH, SCIENTIFIC INQUIRY AND PUBLIC EXHIBITION.
DESCRIPTION OF INTENDED USE OF ENDOWMENT FUNDS	PART V, LINE 4	THE COLLEGE'S ENDOWMENT CONSISTS OF APPROXIMATELY 1,429 INDIVIDUAL FUNDS ESTABLISHED FOR A VARIETY OF PURPOSES. THE ENDOWMENT INCLUDES BOTH DONOR-RESTRICTED ENDOWMENT FUNDS AND FUNDS DESIGNATED BY THE BOARD OF TRUSTEES TO FUNCTION AS ENDOWMENTS (BOARD-DESIGNATED ENDOWMENT FUNDS) IN ACCORDANCE WITH GAAP. NET ASSETS ASSOCIATED WITH ENDOWMENT FUNDS ARE CLASSIFIED AND REPORTED BASED ON THE EXISTENCE OR ABSENCE OF DONOR-IMPOSED RESTRICTIONS. THE COLLEGE HAS INTERPRETED OHIO'S ENACTED VERSION OF UPMIFA AS REQUIRING THE PRESERVATION OF THE FAIR VALUE OF THE ORIGINAL GIFT AS OF THE GIFT DATE ABSENT EXPLICIT DONOR INSTRUCTIONS TO THE CONTRARY. THE COLLEGE CLASSIFIES AS PERMANENTLY RESTRICTED NET ASSETS THE ORIGINAL GIFT VALUE PLUS THE VALUE OF SUBSEQUENT GIFTS TO THE PERMANENT ENDOWMENT. THE PERMANENT ENDOWMENT IS NOT REDUCED BY LOSSES ON THE INVESTMENTS, EXCEPT TO THE EXTENT REQUIRED BY THE DONOR, OR BY APPROPRIATIONS FROM THE ENDOWMENT FUND. THE ACCUMULATED PORTION OF A DONOR-RESTRICTED FUND THAT IS NOT PERMANENTLY RESTRICTED IS CLASSIFIED AS TEMPORARILY RESTRICTED NET ASSETS UNTIL APPROPRIATED FOR EXPENDITURE BY THE COLLEGE IN A MANNER CONSISTENT WITH THE STANDARD OF PRUDENCE PRESCRIBED BY OHIO'S ENACTED VERSION OF UPMIFA. APPROPRIATIONS FROM THE ENDOWMENT ARE USED TO SUPPORT SCHOLARSHIPS AND LOANS, FACULTY AND ACADEMIC PROGRAM SUPPORT, STUDENT AWARDS AND PRIZES, AND THE GENERAL OPERATIONS OF THE COLLEGE.
DESCRIPTION OF UNCERTAIN TAX POSITIONS UNDER FIN 48	PART X	THE COLLEGE QUALIFIES AS AN ORGANIZATION EXEMPT FROM FEDERAL INCOME TAXATION UNDER SECTION 501 (C)(3) OF THE INTERNAL REVENUE CODE. AS SUCH, THE COLLEGE IS GENERALLY NOT SUBJECT TO FEDERAL OR STATE INCOME TAXES EXCEPT FOR AMOUNTS DERIVED FROM UNRELATED BUSINESS ACTIVITIES AS DEFINED BY THE IRC. THE COLLEGE ADOPTED THE ACCOUNTING STANDARD ON ACCOUNTING FOR UNCERTAINTY IN INCOME TAXES, WHICH ADDRESSES THE DETERMINATION OF WHETHER TAX BENEFITS CLAIMED OR EXPECTED TO BE CLAIMED ON A TAX RETURN SHOULD BE RECORDED IN THE FINANCIAL STATEMENTS. UNDER THIS GUIDANCE, THE COLLEGE MAY RECOGNIZE THE TAX BENEFIT FROM AN UNCERTAIN TAX POSITION ONLY IF IT IS MORE LIKELY THAN NOT THAT THE TAX POSITION WILL BE SUSTAINED ON EXAMINATION BY TAXING AUTHORITIES, BASED ON THE TECHNICAL MERITS OF THE POSITION. EXAMPLES OF TAX POSITIONS INCLUDE THE TAX-EXEMPT STATUS OF THE COLLEGE, THE CONTINUED TAX-EXEMPT STATUS OF BONDS ISSUED BY THE COLLEGE, AND VARIOUS POSITIONS RELATED TO THE POTENTIAL SOURCES OF UNRELATED BUSINESS TAXABLE INCOME (UBIT). THE TAX BENEFITS RECOGNIZED IN THE FINANCIAL STATEMENTS FROM SUCH A POSITION ARE MEASURED BASED ON THE LARGEST BENEFIT THAT HAS A GREATER THAN 50 PERCENT LIKELIHOOD OF BEING REALIZED UPON ULTIMATE SETTLEMENT. THE GUIDANCE ON ACCOUNTING FOR UNCERTAINTY IN INCOME TAXES ALSO ADDRESSES DE-RECOGNITION, CLASSIFICATION, INTEREST AND PENALTIES ON INCOME TAXES, AND ACCOUNTING IN INTERIM PERIODS. AT JUNE 30, 2012, THERE WERE NO UNRECOGNIZED TAX BENEFITS IDENTIFIED OR RECORDED AS LIABILITIES.
PART XII, LINE 2D - OTHER ADJUSTMENTS		RENTAL EXPENSE 41,829 GAMING EXPENSE 10,743
PART XII, LINE 4B - OTHER ADJUSTMENTS		INSTITUTIONAL FINANCIAL AID 40,803,580 INVESTMENT FEES 615,611
PART XIII, LINE 2D - OTHER ADJUSTMENTS		RENTAL EXPENSE 41,829 GAMING EXPENSE 10,743
PART XIII, LINE 4B - OTHER ADJUSTMENTS		INSTITUTIONAL FINANCIAL AID 40,803,580 INVESTMENT FEES 615,611

SCHEDULE E

(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Schools

►Complete if the organization answered "Yes" to Form 990, Part IV, line 13,
or Form 990-EZ, Part VI, line 48.
► Attach to Form 990 or Form 990-EZ.

OMB No 1545-0047

2011

Open to Public
Inspection

Name of the organization
THE COLLEGE OF WOOSTER

Employer identification number

34-0714654

Part I

- 1 Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?
- 2 Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?
- 3 Has the organization publicized its racially nondiscriminatory policy through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If "Yes," please describe If "No," please explain If you need more space use Part II

- 4 Does the organization maintain the following?
- a Records indicating the racial composition of the student body, faculty, and administrative staff?
- b Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?
- c Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?
- d Copies of all material used by the organization or on its behalf to solicit contributions?
- If you answered "No" to any of the above, please explain If you need more space, use Part II

- 5 Does the organization discriminate by race in any way with respect to
- a Students' rights or privileges?
- b Admissions policies?
- c Employment of faculty or administrative staff?
- d Scholarships or other financial assistance?
- e Educational policies?
- f Use of facilities?
- g Athletic programs?
- h Other extracurricular activities?
- If you answered "Yes" to any of the above, please explain If you need more space, use Part II

- 6a Does the organization receive any financial aid or assistance from a governmental agency?
- b Has the organization's right to such aid ever been revoked or suspended?
- If you answered "Yes" to either line 6a or line 6b, explain on Part II
- 7 Does the organization certify that it has complied with the applicable requirements of sections 4 01 through 4 05 of Rev Proc 75-50, 1975-2 C B 587, covering racial nondiscrimination? If "No," explain on Part II

	YES	NO
1	Yes	
2	Yes	
3	Yes	
4a	Yes	
4b	Yes	
4c	Yes	
4d	Yes	
5a		No
5b		No
5c		No
5d		No
5e		No
5f		No
5g		No
5h		No
6a	Yes	
6b		No
7	Yes	

Part III Supplemental Information

Complete this part to provide the explanations required by Part I, lines 3, 4d, 5h, 6b, and 7, as applicable. Also complete this part to provide any other additional information (see instructions).

Identifier	Return Reference	Explanation
EXPLANATION OF NONDISCRIMINATORY POLICY PUBLICATION	SCHEDULE E, PART I, LINE 3	THE COLLEGE IS IN COMPLIANCE WITH REV. PROC. 75-50. THE COLLEGE PUBLISHES ITS NONDISCRIMINATION POLICY IN DOCUMENTS USED FOR FINANCIAL AID, ADMISSIONS, AND STUDENT PROGRAMS, AND HAS THE POLICY POSTED ON ITS WEBSITE.
EXPLANATION OF GOVERNMENT FINANCIAL ASSISTANCE	SCHEDULE E, PART I, LINE 6	THE COLLEGE PARTICIPATES IN VARIOUS FEDERAL STUDENT ASSISTANCE PROGRAMS INCLUDING PERKINS LOANS, PELL GRANTS, AND WORK STUDY ARRANGEMENTS.

OMB No 1545-0047

Open to Public Inspection

34-0714654

3 Activities per Region (Use Part V if additional space is needed)

Schedule F (Form 990) 2011

1

(i) Method of valuation
(book, FMV, appraisal, other)

3 Enter total number of other organizations or entities

Part III

Grants and Other Assistance to Individuals Outside the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 16.
Use Part V if additional space is needed.

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)
See Add'l Data							

Part IV Foreign Forms

- 1

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

☒ Yes ☐ No
- 2

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

☐ Yes ☒ No
- 3

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

☐ Yes ☒ No
- 4

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

☐ Yes ☒ No
- 5

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

☐ Yes ☒ No
- 6

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

☐ Yes ☒ No

Part V

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

Identifier	Return Reference	Explanation
PROCEDURE FOR MONITORING GRANTS OUTSIDE THE U S		SCHEDULE F, PART I, LINE 2 THE COLLEGE FOLLOWS FEDERAL, STATE, DONOR, AND INSTITUTIONAL GUIDELINES FOR DETERMINING ELIGIBILITY FOR SCHOLARSHIPS, PRIZES, AND OTHER GRANTS AND AWARDS THE COLLEGE MAINTAINS RECORDS SHOWING THE SELECTION CRITERIA, RECIPIENT ELIGIBILITY, HOW FUNDS MAY BE USED, AND ANY RELATED PARTY DISCLOSURES GRANTS AWARDED BY THE OFFICE OF FINANCIAL AID ARE CREDITED DIRECTLY TO STUDENT ACCOUNTS OTHER GRANTS ARE MONITORED IN VARIOUS WAYS, INCLUDING REIMBURSING ACTUAL SUBSTANTIATED EXPENSES, REQUIRING WRITTEN REPORTS, AND/OR VISITING SITES OF ACTIVITIES FUNDED BY COLLEGE GRANTS

Additional Data

Software ID:

Software Version:

EIN: 34-0714654

Name: THE COLLEGE OF WOOSTER

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

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
CENTRAL AMERICA			INVESTMENTS		76,411,909
EUROPE			INVESTMENTS		24,230,502
CENTRAL AMERICA			GRANTMAKING		231,511
EAST ASIA			GRANTMAKING		1,087,660
EUROPE			GRANTMAKING		290,446
MIDDLE EAST			GRANTMAKING		76,875
NORTH AMERICA			GRANTMAKING		21,968
RUSSIA			GRANTMAKING		86,187
SOUTH AMERICA			GRANTMAKING		32,516
SOUTH ASIA			GRANTMAKING		943,410
SUB-SAHARAN AFRICA			GRANTMAKING		766,936
EUROPE			CONFERENCE		30,945
MIDDLE EAST			CONFERENCE		1,675
NORTH AMERICA			CONFERENCE		9,484
SUB-SAHARAN AFRICA			CONFERENCE		1,861
EUROPE			FUNDRAISING		66
SOUTH ASIA			FUNDRAISING		2,593
CENTRAL AMERICA			PROGRAM	RESEARCH	3,906
EAST ASIA			PROGRAM	INSTRUCTION	39,658
EAST ASIA			PROGRAM	RESEARCH	1,470
EAST ASIA			PROGRAM	STUDENT SERVICES	10,421
EUROPE			PROGRAM	INSTRUCTION	269,904
EUROPE			PROGRAM	RESEARCH	30,676
EUROPE			PROGRAM	ACADEMIC SUPPORT	5,123
EUROPE			PROGRAM	STUDENT SERVICES	59,662
MIDDLE EAST			PROGRAM	INSTRUCTION	53,574
MIDDLE EAST			PROGRAM	RESEARCH	5,762
MIDDLE EAST			PROGRAM	ACADEMIC SUPPORT	37,164
NORTH AMERICA			PROGRAM	RESEARCH	4,051
NORTH AMERICA			PROGRAM	ACADEMIC SUPPORT	1,580
NORTH AMERICA			PROGRAM	STUDENT SERVICES	938
RUSSIA			PROGRAM	RESEARCH	617
SOUTH AMERICA			PROGRAM	RESEARCH	7,924
SOUTH ASIA			PROGRAM	INSTRUCTION	92,282
SOUTH ASIA			PROGRAM	RESEARCH	74
SOUTH ASIA			PROGRAM	ACADEMIC SUPPORT	5,665
SOUTH ASIA			PROGRAM	STUDENT SERVICES	11,460
SUB-SAHARAN AFRICA			PROGRAM	INSTRUCTION	123
SUB-SAHARAN AFRICA			PROGRAM	RESEARCH	2,224
SUB-SAHARAN AFRICA			PROGRAM	ACADEMIC SUPPORT	45

Form 990 Schedule F Part III - Grants and Assistance to Individuals Outside The U S

(a) Type of grant or assistance	(b) Region	(c)Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV , appraisal, other)
SCHOLARSHIPS FOR COURSES	CENTRAL AMERICA	8	223,877	CREDIT TO STUDENT ACCOUNT			
SCHOLARSHIPS FOR COURSES	EAST ASIA	51	1,079,791	CREDIT TO STUDENT ACCOUNT			
SCHOLARSHIPS FOR COURSES	EUROPE	20	281,891	CREDIT TO STUDENT ACCOUNT			
SCHOLARSHIPS FOR COURSES	MIDDLE EAST	3	76,875	CREDIT TO STUDENT ACCOUNT			
SCHOLARSHIPS FOR COURSES	NORTH AMERICA	1	17,500	CREDIT TO STUDENT ACCOUNT			
SCHOLARSHIPS FOR COURSES	RUSSIA	3	85,137	CREDIT TO STUDENT ACCOUNT			
SCHOLARSHIPS FOR COURSES	SOUTH AMERICA	1	31,245	CREDIT TO STUDENT ACCOUNT			
SCHOLARSHIPS FOR COURSES	SOUTH ASIA	52	910,931	CREDIT TO STUDENT ACCOUNT			
SCHOLARSHIPS FOR COURSES	SUB-SAHARAN AFRICA	19	759,779	CREDIT TO STUDENT ACCOUNT			
STUDENT RESEARCH	CENTRAL AMERICA	6	4,619	CHECK			
STUDENT RESEARCH	EAST ASIA	4	7,759	CHECK			
STUDENT RESEARCH	EUROPE	9	8,555	CHECK			
STUDENT RESEARCH	NORTH AMERICA	7	4,468	CHECK			
STUDENT RESEARCH	RUSSIA	1	1,050	CHECK			
STUDENT RESEARCH	SOUTH AMERICA	1	1,211	CHECK			
STUDENT RESEARCH	SOUTH ASIA	2	4,178	CHECK			
STUDENT RESEARCH	SUB-SAHARAN	1	1,334	CHECK			
STUDENT RESEARCH	CENTRAL AMERICA	4		CHECK	84	TRAVEL	FMV
VOCATIONAL GRANTS FOR STUDENTS	CENTRAL AMERICA	1	2,750	CHECK			
VOCATIONAL GRANTS FOR STUDENTS	SOUTH ASIA	9	27,850	CHECK			
VOCATIONAL GRANTS FOR STUDENTS	SUB-SAHARAN	2	5,500	CHECK			
VOCATIONAL GRANTS FOR STUDENTS	CENTRAL AMERICA	3			181	TRAVEL	FMV
VOCATIONAL GRANTS FOR STUDENTS	EAST ASIA	1			110	TRAVEL	FMV
VOCATIONAL GRANTS FOR STUDENTS	SOUTH AMERICA	1			60	TRAVEL	FMV
VOCATIONAL GRANTS FOR STUDENTS	SOUTH ASIA	4			451	TRAVEL	FMV
VOCATIONAL GRANTS FOR STUDENTS	SUB-SAHARAN	4			323	TRAVEL	FMV

SCHEDULE G
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information Regarding
Fundraising or Gaming Activities

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

OMB No 1545-0047

2011

Open to Public
Inspection

Name of the organization
THE COLLEGE OF WOOSTER

Employer identification number
34-0714654

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

1

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

a

☒

Mail solicitations

e

☒

Solicitation of non-government grants

b

☒

Internet and e-mail solicitations

f

☒

Solicitation of government grants

c

☒

Phone solicitations

g

☒

Special fundraising events

d

☒

In-person solicitations

2a

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

☒ Yes ☐ No

b

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

(i) Name and address of individual or entity (fundraiser)	(ii) Activity	(iii) Did fundraiser have custody or control of contributions?		(iv) Gross receipts from activity	(v) Amount paid to (or retained by) fundraiser listed in col (i)	(vi) Amount paid to (or retained by) organization
		Yes	No			
WASHBURN & MCGOLDRICK INC 950 NEW LOUDON RD LATHAM, NY 12110	DEVELOPMENT DEPT PROGRAM REVIEW		No	0	48,748	-48,748
Total ▶					48,748	-48,748

3

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

For Privacy Act and Paperwork Reduction Act Notice, see the Instructions for Form 990. Cat No 50083H Schedule G (Form 990 or 990-EZ) 2011

Part II Fundraising Events.

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

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

Part III Gaming.

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

		(a) Bingo	(b) Pull tabs/Instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming
					(Add col (a) through col (c))
Revenue	1	Gross revenue		18,915	18,915
	2	Cash prizes		1,100	1,100
Direct Expenses	3	Non-cash prizes			
	4	Rent/facility costs			
	5	Other direct expenses		6,336	6,336
	6	Volunteer labor ☐ Yes ☐ No	☐ Yes ☐ No	☒ Yes 67.500% ☐ No	
	7	Direct expense summary Add lines 2 through 5 in column (d) ▶			
	8	Net gaming income summary Combine lines 1 and 7 in column (d) ▶			

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

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

b If "No," Explain THE COLLEGE CONDUCTED GAMES OF CHANCE ONLY AND NO LICENSE IS REQUIRED FOR A QUALIFIED CHARITABLE ORGANIZATION TO CONDUCT A GAME OF CHANCE

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

b If "Yes," Explain _____

- 11

Does the organization operate gaming activities with nonmembers?

☐

Yes

☒

No
- 12

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

☐

Yes

☒

No

13	Indicate the percentage of gaming activity operated in	
a	The organization's facility	13a100.000%
b	An outside facility	13b

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

Name ▶ ANGELA JOHNSTON

Address ▶ 1101 NORTH BEVER STREET
WOOSTER, OH 44691

15a Does the organization have a contract with a third party from whom the organization receives gaming revenue?

☐

Yes

☒

No

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

c If "Yes," enter name and address

Name ▶

Address ▶

16 Gaming manager information

Name ▶ SHARON RICE

Gaming manager compensation ▶ \$ 207

Description of services provided ▶ PLANNING, ORGANIZATION, RECORD KEEPING, ADVERTISING

☐ Director/officer

☒ Employee

☐ Independent contractor

17 Mandatory distributions

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

☐

Yes

☒

No

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

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

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

Schedule I
(Form 990)

Department of the Treasury
Internal Revenue Service

Name of the organization
THE COLLEGE OF WOOSTER

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

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

OMB No 1545-0047

2011

Open to Public
Inspection

Employer identification number
34-0714654

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
(1) GREAT DECISIONS 1488 MORGAN STREET WOOSTER, OH 44691	30-0085518	501(C)(3)	7,500				LECTURE SERIES AT COLLEGE OF WOOSTER
(2) WESTMINSTER PRESBYTERIAN CHURCH 353 E PINE ST WOOSTER, OH 44691	34-0991124	501(C)(3)	10,000				OPERATING SUPPORT FOR CONGR -IN-RESID

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

3 Enter total number of other organizations listed in the line 1 table 0

Part II

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

(a)Type of grant or assistance	(b)Number of recipients	(c)Amount of cash grant	(d)Amount of non-cash assistance	(e)Method of valuation (book, FMV, appraisal, other)	(f)Description of non-cash assistance
(1) SCHOLARSHIPS FOR TUITION AND FEES	1780	37,374,554			
(2) SCHOLARSHIPS FOR COURSES AND RESEARCH	104	65,822			
(3) SCHOLARSHIPS FOR COURSES AND RESEARCH	2		2,217	FMV	TRAVEL
(4) PRIZES-ACADEMIC ACHIEVEMENT & CONTESTS	238	63,873			
(5) PRIZES-ACADEMIC ACHIEVEMENT & CONTESTS	206		14,280	FMV	JACKETS, BLANKETS, BOOKS, ETC
(6) STUDENT VOCATIONAL & OTHER GRANTS	67	69,975			
(7) STUDENT VOCATIONAL & OTHER GRANTS	5		1,466	FMV	TRAVEL

Part IV

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

Identifier	Return Reference	Explanation
PROCEDURE FOR MONITORING GRANTS IN THE U S	PART I, LINE 2	SCHEDULE I, PART I, LINE 2 THE COLLEGE FOLLOWS FEDERAL, STATE, DONOR, AND INSTITUTIONAL GUIDELINES FOR DETERMINING ELIGIBILITY FOR SCHOLARSHIPS, PRIZES, AND OTHER GRANTS AND AWARDS THE COLLEGE MAINTAINS RECORDS SHOWING THE SELECTION CRITERIA, RECIPIENT ELIGIBILITY, HOW FUNDS MAY BE USED, AND ANY RELATED PARTY BEFORE PAYING GRANTS TO OTHER ENTITIES, THE COLLEGE OBTAINS DOCUMENTATION SHOWING THE RECIPIENT IS ELIGIBLE TO RECEIVE DEDUCTIBLE CHARITABLE CONTRIBUTIONS GRANTS AWARDED BY THE OFFICE OF FINANCIAL AID ARE CREDITED DIRECTLY TO STUDENT ACCOUNTS OTHER GRANTS ARE MONITORED VARIOUS WAYS, INCLUDING REIMBURSING ACTUAL SUBSTANTIATED EXPENSES, REQUIRING WRITTEN REPORTS, AND/OR VISITING SITES OF ACTIVITIES FUNDED BY COLLEGE GRANTS

Schedule J
(Form 990)

Compensation Information

OMB No 1545-0047

2011

Open to Public Inspection

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

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

▶ Attach to Form 990. ▶ See separate instructions.

Name of the organization
THE COLLEGE OF WOOSTER

Employer identification number

34-0714654

Part I

Questions Regarding Compensation

		Yes	No
1a	Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a Complete Part III to provide any relevant information regarding these items		
	☐ First-class or charter travel ☒ Housing allowance or residence for personal use ☐ Travel for companions ☐ Payments for business use of personal residence ☒ Tax idemnification and gross-up payments ☒ Health or social club dues or initiation fees ☐ Discretionary spending account ☒ 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	1b	Yes
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?	2	Yes
3	Indicate which, if any, of the following the organization uses to establish the compensation of the organization's CEO/Executive Director Check all that apply		
	☒ Compensation committee ☐ Written employment contract ☐ Independent compensation consultant ☒ Compensation survey or study ☒ Form 990 of other organizations ☒ 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?	4a	No
b	Participate in, or receive payment from, a supplemental nonqualified retirement plan?	4b	Yes
c	Participate in, or receive payment from, an equity-based compensation arrangement?	4c	No
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III		
	Only 501(c)(3) 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?	5a	No
b	Any related organization?	5b	No
	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?	6a	No
b	Any related organization?	6b	No
	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	7	No
8	Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regs section 53 4958-4(a)(3)? If "Yes," describe in Part III	8	No
9	If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53 4958-6(c)?	9	

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

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

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

(A) Name		(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) GRANT H CORNWELL	(i)	343,400	283	44,915	80,910	110,490	579,998	0
	(ii)	0	0	0	0	0	0	0
(2) ELLEN FALDUTO	(i)	129,202	20,337	0	15,600	5,482	170,621	0
	(ii)	0	0	0	0	0	0	0
(3) SCOTT FRIEDHOFF	(i)	221,620	0	7,886	46,460	19,425	295,391	0
	(ii)	0	0	0	0	0	0	0
(4) CAROLYN NEWTON	(i)	186,519	422	3,237	19,190	11,309	220,677	0
	(ii)	0	0	0	0	0	0	0
(5) LAURIE L STICKELMAIER	(i)	187,939	0	810	21,352	15,309	225,410	0
	(ii)	0	0	0	0	0	0	0
(6) WHAYDEN SCHILLING	(i)	121,823	32,360	0	15,187	11,039	180,409	0
	(ii)	0	0	0	0	0	0	0
(7) SARA L PATTON	(i)	189,378	38	3,337	22,889	5,560	221,202	0
	(ii)	0	0	0	0	0	0	0
(8) SHILA GARG	(i)	106,896	0	1,258	13,378	11,039	132,571	0
	(ii)	0	0	0	0	0	0	0
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							

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	PART I, LINE 1A GRANT H CORNWELL RECEIVED THE FOLLOWING TAXABLE BENEFITS COUNTRY CLUB EXPENSES - \$3,758 HOUSEKEEPING - \$2,979 CABLE - \$432 PHONE - \$120 AUTO - \$324 GROSS-UP PAYMENT - \$16,189
	PART I, LINE 4B	GRANT H CORNWELL ACCRUED DEFERRED COMPENSATION OF \$51,510 FOR A SUPPLEMENTAL NON-QUALIFIED RETIREMENT PLAN CAROLYN NEWTON ACCRUED DEFERRED COMPENSATION OF \$19,190 FOR A SUPPLEMENTAL NON-QUALIFIED RETIREMENT PLAN SCOTT FRIEDHOFF ACCRUED DEFERRED COMPENSATION OF \$46,460 FOR A SUPPLEMENTAL NON-QUALIFIED RETIREMENT PLAN LAURIE L STICKELMAIER ACCRUED DEFERRED COMPENSATION OF \$3,677 FOR A SUPPLEMENTAL NON-QUALIFIED RETIREMENT PLAN ANGELA JOHNSTON ACCRUED DEFERRED COMPENSATION OF \$9,090 FOR A SUPPLEMENTAL NON-QUALIFIED RETIREMENT PLAN

Schedule K (Form 990)	Supplemental Information on Tax Exempt Bonds ▶ Complete if the organization answered "Yes" to Form 990, Part IV, line 24a. Provide descriptions, explanations, and any additional information in Schedule O (Form 990). ▶ Attach to Form 990. ▶ See separate instructions.								OMB No 1545-0047	
									2011	
	Department of the Treasury Internal Revenue Service									Open to Public Inspection
Name of the organization THE COLLEGE OF WOOSTER									Employer identification number 34-0714654	

Part I

Bond Issues

	(a) Issuer Name	(b) Issuer EIN	(c) CUSIP #	(d) Date Issued	(e) Issue Price	(f) Description of Purpose	(g) Defeased		(h) On Behalf of Issuer		(i) Pool financing	
							Yes	No	Yes	No	Yes	No
A	OHIO HIGHER EDUCATIONAL FACILITY COMMISSION	34-6849674	67756AHX1	04-03-2003	7,748,270	EDUCATIONAL FACILITIES		X		X		X
B	OHIO HIGHER EDUCATIONAL FACILITY COMMISSION	34-6849674	67756BQW3	12-28-2005	15,852,223	EDUCATIONAL FACILITIES		X		X		X
C	OHIO HIGHER EDUCATIONAL FACILITY COMMISSION	34-6849674	67756AY55	05-04-2010	9,953,556	EDUCATIONAL FACILITIES		X		X		X
D	OHIO HIGHER EDUCATIONAL FACILITY COMMISSION	34-6849674	67756AGC2	05-30-2012	9,182,102	EDUCATIONAL FACILITIES		X		X		X

Part II

Proceeds

		A		B		C		D	
1	Amount of bonds retired	1,760,000		4,260,000		445,000			
2	Amount of bonds defeased	4,750,000							
3	Total proceeds of issue	7,777,939		15,852,223		9,953,556		9,182,102	
4	Gross proceeds in reserve funds								
5	Capitalized interest from proceeds								
6	Proceeds in refunding escrow	7,616,557		550,000				3,999,686	
7	Issuance costs from proceeds	131,713		197,223		197,350		182,416	
8	Credit enhancement from proceeds								
9	Working capital expenditures from proceeds								
10	Capital expenditures from proceeds			15,105,000		9,363,732			
11	Other spent proceeds	29,669				392,474			
12	Other unspent proceeds							5,000,000	
13	Year of substantial completion	2003		2008		YesNoYesNo			
		Yes	No	Yes	No				
14	Were the bonds issued as part of a current refunding issue?	X		X			X		X
15	Were the bonds issued as part of an advance refunding issue?		X		X		X	X	
16	Has the final allocation of proceeds been made?	X		X		X			X
17	Does the organization maintain adequate books and records to support the final allocation of proceeds?	X		X		X		X	

Part III

Private Business Use

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
1	Was the organization a partner in a partnership, or a member of an LLC, which owned property financed by tax-exempt bonds?		X		X		X		X
2	Are there any lease arrangements that may result in private business use of bond-financed property?		X		X		X		X

Part IIIPrivate Business Use (Continued)

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
3a	Are there any management or service contracts that may result in private business use?		X		X		X		X
b	If 'Yes' to line 3a, does the organization routinely engage bond counsel or other outside counsel to review any management or service contracts relating to the financed property?								
c	Are there any research agreements that may result in private business use of bond-financed property?		X		X		X		X
d	If 'Yes' to line 3c, does the organization routinely engage bond counsel or other outside counsel to review any research agreements relating to the financed property?								
4	Enter the percentage of financed property used in a private business use by entities other than a section 501(c)(3) organization or a state or local government	0 %		0 %		0 %			
5	Enter the percentage of financed property used in a private business use as a result of unrelated trade or business activity carried on by your organization, another section 501(c)(3) organization, or a state or local government	0 %		0 %		0 %			
6	Total of lines 4 and 5	0 %		0 %		0 %			
7	Has the organization adopted management practices and procedures to ensure the post-issuance compliance of its tax-exempt bond liabilities?	X		X		X		X	

Part IVArbitrage

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
1	Has a Form 8038-T, Arbitrage Rebate, Yield Reduction and Penalty in Lieu of Arbitrage Rebate, been filed with respect to the bond issue?		X	X			X		X
2	Is the bond issue a variable rate issue?		X		X		X		X
3a	Has the organization or the governmental issuer entered into a hedge with respect to the bond issue?		X		X		X		X
b	Name of provider								
c	Term of hedge								
d	Was the hedge superintegrated?								
e	Was a hedge terminated?								
4a	Were gross proceeds invested in a GIC?		X		X		X		X
b	Name of provider								
c	Term of GIC								
d	Was the regulatory safe harbor for establishing the fair market value of the GIC satisfied?								
5	Were any gross proceeds invested beyond an available temporary period?		X		X		X		X
6	Did the bond issue qualify for an exception to rebate?	X			X		X		X

Part VProcedures To Undertake Corrective Action

Check the box if the organization established written procedures to ensure that violations of federal tax requirements are timely identified and corrected through the voluntary closing agreement program if self-remediation is not available under applicable regulations ☒ Yes ☐ No

Part VISupplemental Information

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

Identifier	Return Reference	Explanation
SCHEDULE K, PART I, COLUMN (E) & SCHEDULE K, PART, II, LINE 3 THE	DIFFERENCE BETWEEN ISSUE PRICE IN PART I, COLUMN (E) AND THE TOTAL PROCEEDS	OF ISSUE IN PART II, LINE 3 IS INVESTMENT INCOME EARNED ON BOND ESCROW BEFORE THE BOND PROCEEDS WERE EXPENDED

Schedule L
(Form 990 or 990-EZ)

Transactions with Interested Persons

OMB No 1545-0047

2011

Open to Public Inspection

Name of the organization
THE COLLEGE OF WOOSTER

Employer identification number
34-0714654

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?		(c) Original principal amount	(d) Balance due	(e) In default?		(f) Approved by board or committee?		(g) Written agreement?	
	To	From			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
(1)		19,500

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
(1) MARGUERITE K CORNWELL	SPOUSE OF PRESIDENT	107,329	COMPENSATION		No
(2) STEVE STICKELMAIER	STEPSON OF VPFB	12,637	COMPENSATION		No
(3) CYBEX	TRUSTEE JOAN CARTER'S HUSBAND, JOHN AGLIALORO, IS 50% SHAREHOLDER OF UM HOL	238,576	CYBEX PROVIDED FITNESS EQUIPMENT FOR SCOT CENTER AT LOWER THAN MARKET RATES		No

Part V

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

Identifier	Return Reference	Explanation
------------	------------------	-------------

SCHEDULE M
(Form 990)

NonCash Contributions

OMB No 1545-0047

2011

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

►Complete if the organization answered "Yes" on Form 990, Part IV, lines 29 or 30.
► Attach to Form 990.

Name of the organization
THE COLLEGE OF WOOSTER

Employer identification number
34-0714654

Part I Types of Property

	(a) Check if applicable	(b) Number of Contributions or items contributed	(c) Contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining contribution amounts
1 Art—Works of art	X	9	3	OTHER
2 Art—Historical treasures				
3 Art—Fractional interests				
4 Books and publications	X		1	OTHER
5 Clothing and household goods	X		31,155	FMV & OTHER
6 Cars and other vehicles				
7 Boats and planes				
8 Intellectual property				
9 Securities—Publicly traded	X	70	538,181	FMV
10 Securities—Closely held stock				
11 Securities—Partnership, LLC, or trust interests				
12 Securities—Miscellaneous				
13 Qualified conservation contribution—Historic structures				
14 Qualified conservation contribution—Other				
15 Real estate—Residential				
16 Real estate—Commercial				
17 Real estate—Other	X	1	151,500	FMV
18 Collectibles	X	4	4	OTHER
19 Food inventory	X	35	1,499	FMV & OTHER
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other ► (TICKETS)	X	8	5	FMV
26 Other ►()				
27 Other ►()				
28 Other ►()				

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement

29

2

30a During the year, did the organization receive by contribution any property reported in Part I, lines 1-28 that it must hold for at least three years from the date of the initial contribution, and which is not required to be used for exempt purposes for the entire holding period?

30a

Yes

No

b If "Yes," describe the arrangement in Part II

31 Does the organization have a gift acceptance policy that requires the review of any non-standard contributions?

31

Yes

32a Does the organization hire or use third parties or related organizations to solicit, process, or sell non-cash contributions?

32a

Yes

b If "Yes," describe in Part II

33 If the organization did not report revenues in column (c) for a type of property for which column (a) is checked, describe in Part II

Part III

Supplemental Information. Complete this part to provide the information required by Part I, lines 30b, 32b, and 33. Also complete this part for any additional information.

Identifier	Return Reference	Explanation
METHOD FOR DETERMINING NUMBER OF CONTRIBUTORS	PART I, COLUMN (B)	THE NUMBER OF CONTRIBUTIONS
THIRD PARTY USE	PART I, LINE 32B	THIRD PARTY INVOLVEMENT, PART I, LINE 32B THE COLLEGE USES A BROKER TO PROCESS AND SELL DONATED SECURITIES THE FEES CHARGED BY THE BROKER ARE AT OR BELOW THE FAIR MARKET VALUE OF SUCH SERVICES REVENUE REPORTING FOR CERTAIN NON-CASH CONTRIBUTIONS, PART I, LINE 33 UNDER ASC 958-605, "COLLECTIONS" ARE DEFINED AS WORKS OF ART, HISTORICAL TREASURES, OR SIMILAR ASSETS THAT ARE (A) HELD FOR PUBLIC EXHIBITION, EDUCATION, OR RESEARCH IN FURTHERANCE OF PUBLIC SERVICE RATHER THAN FINANCIAL GAIN, OR (B) PROTECTED, KEPT UNENCUMBERED, CARED FOR, AND PRESERVED PROCEEDS FROM THE SALE OF "COLLECTION" ITEMS MUST BE USED TO ACQUIRE ADDITIONAL COLLECTION ITEMS UNDER THIS ACCOUNTING STANDARD, THE COLLEGE DOES NOT CAPITALIZE "COLLECTIONS" AND ACCORDINGLY DID NOT RECORD REVENUE FOR DONATIONS THAT MET THE DEFINITION OF "COLLECTIONS", INCLUDING WORKS OF ART, RARE BOOKS, OTHER HISTORICAL MEMORABILIA OTHER GIFTS FOR WHICH THERE WERE NO READILY-AVAILABLE ESTIMATES OF FAIR MARKET VALUE EITHER WERE NOT RECORDED OR WERE RECORDED AT \$1 FOR TRACKING PURPOSES

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

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

OMB No 1545-0047

2011

Open to Public Inspection

Name of the organization
THE COLLEGE OF WOOSTER

Employer identification number
34-0714654

Identifier	Return Reference	Explanation
	FORM 990, PART VI, SECTION B, LINE 11	THE BOARD OF TRUSTEES HAS DELEGATED THE RESPONSIBILITY AND AUTHORITY FOR REVIEW OF THE FORM 990 TO THE AUDIT COMMITTEE. THE AUDIT COMMITTEE, WITH THE ASSISTANCE OF THE INDEPENDENT PUBLIC ACCOUNTING FIRM, REVIEWS AND APPROVES THE FORM 990 BEFORE SUBMISSION TO THE IRS. A FULL COPY OF THE 990 IS PROVIDED TO ALL TRUSTEES PRIOR TO FILING THE FORM WITH THE IRS.
	FORM 990, PART VI, SECTION B, LINE 12C	THE COLLEGE RESPECTS THE RIGHT OF ITS TRUSTEES, OFFICERS, FACULTY AND STAFF MEMBERS TO ENGAGE IN OUTSIDE BUSINESS, FINANCIAL, SERVICE, AND/OR OTHER ACTIVITIES, RECOGNIZING THAT CONFLICTS OF INTEREST DO ARISE FROM TIME TO TIME, AND THAT THESE CONFLICTS 1. MAY RESULT FROM THE INDIVIDUAL'S RELATIONSHIPS WITH OUTSIDE ORGANIZATIONS, PERSONS, OR CAUSES REFLECTING THE PERSON'S PROMINENCE, REPUTATION, AND INFLUENCE, AND 2. NEED NOT BE HARMFUL, AND, INDEED MAY BE FAVORABLE, TO THE COLLEGE'S INTERESTS, AS LONG AS THEY ARE DISCLOSED AND UNDERSTOOD IN THE COLLEGE'S DECISION-MAKING PROCESSES. SUCH REAL OR APPARENT CONFLICTS ARE NOT CONSIDERED DETRIMENTAL IF 1. THEY ARE FULLY DISCLOSED TO THE APPROPRIATE DESIGNATED SENIOR STAFF MEMBER OR THE AUDIT COMMITTEE OF THE BOARD, 2. THEIR NATURE IS KNOWN AND UNDERSTOOD BY THE INDIVIDUAL'S IMMEDIATE SUPERVISOR AND THE APPROPRIATE SENIOR STAFF MEMBER FOR FACULTY AND STAFF EMPLOYEES, AND THE AUDIT COMMITTEE OF THE BOARD OF TRUSTEES FOR SENIOR STAFF MEMBERS, THE PRESIDENT, AND TRUSTEES, 3. DISCLOSURE IS MADE AT THE EARLIEST PRACTICABLE TIME, 4. THE COMMITMENT OF TIME TO THESE ACTIVITIES DOES NOT INTERFERE WITH THE INDIVIDUAL'S DUTIES, 5. THE TRUSTEE OR EMPLOYEE REFRAINS FROM PARTICIPATING IN COLLEGE MATTERS RELATED TO SUCH ACTIVITIES, AND 6. THE TRUSTEE OR EMPLOYEE ALWAYS ACTS IN A MANNER THAT FOSTERS THE OBJECTIVES OF THE COLLEGE'S CORE MISSION TO PROVIDE THE BEST POSSIBLE EDUCATIONAL EXPERIENCE FOR WOOSTER'S STUDENTS, TO PROVIDE THE PROPER ENVIRONMENT FOR FACULTY TO TEACH, AND TO RESPONSIBLY STEWARD THE COLLEGE'S FINANCIAL, HUMAN, AND PHYSICAL RESOURCES. CONFLICT OF INTEREST QUESTIONNAIRES ARE COMPLETED ANNUALLY BY ALL TRUSTEES AND EACH OFFICER, SENIOR STAFF, FACULTY, AND STAFF MEMBER WHO IS CURRENTLY SERVING THE COLLEGE AND WHO HAS AUTHORITY TO REQUISITION, PURCHASE, OR CONTRACT FOR MATERIALS OR SERVICES FOR THE COLLEGE, OR WHO HAS RESPONSIBILITY FOR APPROVING THE SAME. THE AUDIT COMMITTEE REVIEWS ALL QUESTIONNAIRES ON AN ANNUAL BASIS. THE CONFLICT OF INTEREST POLICY IS REVIEWED ANNUALLY BY THE BOARD OF TRUSTEES. THE AUDIT COMMITTEE OF THE BOARD OF TRUSTEES REVIEWS AND APPROVES ALL SUBSTANTIAL, ACTUAL OR POTENTIAL CONFLICTING ACTIVITIES OF THE PRESIDENT AND SENIOR STAFF MEMBERS. SENIOR STAFF MEMBERS REVIEW AND APPROVE ALL SUBSTANTIAL ACTUAL OR POTENTIAL CONFLICTING ACTIVITIES OF FACULTY AND STAFF MEMBERS. WHEN THERE IS DOUBT AS TO WHETHER A CONFLICT OF INTEREST EXISTS, THE MATTER SHALL BE RESOLVED BY THE PROVOST'S OFFICE FOR FACULTY, THE APPROPRIATE VICE PRESIDENT FOR STAFF EMPLOYEES, AND BY THE AUDIT COMMITTEE FOR SENIOR STAFF MEMBERS, THE PRESIDENT, AND TRUSTEES.
	FORM 990, PART VI, SECTION B, LINE 15	THE EXECUTIVE COMMITTEE OF THE BOARD OF TRUSTEES REVIEWS SURVEYS CONDUCTED BY THE GREAT LAKES COLLEGES ASSOCIATION (GLCA) AND JOINT PAYROLL SURVEYS CONDUCTED BY THE GLCA AND ASSOCIATED COLLEGES OF THE MIDWEST (ACM). COMPENSATION ARRANGEMENTS FOR THE PRESIDENT ARE REVIEWED AND APPROVED BY INDEPENDENT MEMBERS OF THE EXECUTIVE COMMITTEE. THE PRESIDENT'S COMPENSATION IS DETERMINED BASED ON REFERENCE TO THE SALARY SURVEYS AND THE PRESIDENT'S JOB PERFORMANCE. RECOMMENDED COMPENSATION ARRANGEMENTS FOR OTHER SENIOR OFFICERS AND STAFF ARE DEVELOPED BY THE PRESIDENT IN CONSULTATION WITH THE CHAIRMAN OF THE BOARD AND ARE BASED ON THE ABOVE MENTIONED SALARY SURVEYS, JOB PERFORMANCE, AND EXPERIENCE IN THE POSITION. THESE RECOMMENDATIONS ARE PRESENTED TO THE FULL EXECUTIVE COMMITTEE FOR DISCUSSION AND APPROVAL. COMPENSATION DECISIONS MADE BY THE EXECUTIVE COMMITTEE AFFECTING THE PRESIDENT AND OTHER SENIOR OFFICERS ARE REPORTED TO THE FULL BOARD OF TRUSTEES.
	FORM 990, PART VI, SECTION C, LINE 18	THE COLLEGE FILED ITS FORM 1023 BEFORE JULY 15, 1987 AND DID NOT HAVE A COPY OF THIS FILING AS OF THAT DATE. UNDER THE REGULATIONS OF THE INTERNAL REVENUE CODE, THE COLLEGE IS NOT REQUIRED TO MAKE ITS FORM 1023 AVAILABLE FOR PUBLIC INSPECTION. THE 990 AND 990T ARE AVAILABLE UPON REQUEST.
	FORM 990, PART VI, SECTION C, LINE 19	THE COLLEGE POSTS ITS AUDITED FINANCIAL STATEMENTS ON THE COLLEGE WEBSITE (WWW.WOOSTER.EDU). THE COLLEGE DOES NOT MAKE ITS GOVERNING DOCUMENTS AND CONFLICT OF INTEREST POLICY AVAILABLE TO THE PUBLIC.
CHANGES IN NET ASSETS OR FUND BALANCES	FORM 990, PART XI, LINE 5	NET UNREALIZED LOSSES ON INVESTMENTS -4,625,893

SCHEDULE R
(Form 990)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships

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

OMB No 1545-0047

2011

Open to Public Inspection

Name of the organization
THE COLLEGE OF WOOSTER

Employer identification number
34-0714654

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
(1) WOOSTER TECHNOLOGY GROUP LTD 1101 NORTH BEVER STREET WOOSTER, OH 44691 26-3895769	HOLD PATENTS	OH	0	7,740	THE COLLEGE OF WOOSTER
(2) THE WOOSTER INN MANAGEMENT COMPANY LTD 1101 NORTH BEVER STREET WOOSTER, OH 44691 26-4321151	INN MANAGEMENT	OH	23,648	59,895	THE COLLEGE OF WOOSTER

Part II

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

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled organization	
						Yes	No
(1) GREAT LAKES COLLEGES ASSOCIATION INC 535 WEST WILLIAM ANN ARBOR, MI 48103 38-1678376	EDUCATION CONSORTIUM	MI	501(C)(3)	LINE 11A, I	N/A		No
(2) THE FIVE COLLEGES OF OHIO 209 CHASE AVENUE EATON CENTER GAMBIER, OH 43022 31-1440434	EDUCATION CONSORTIUM	OH	501(C)(3)	LINE 11A, I	N/A		No

Part III

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

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

Part IV

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

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

Part V

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

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

1

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

a

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

b

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

c

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

d

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

e

Loans or loan guarantees by related organization(s)

f

Sale of assets to related organization(s)

g

Purchase of assets from related organization(s)

h

Exchange of assets with related organization(s)

i

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

j

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

k

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

l

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

m

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

n

Sharing of paid employees with related organization(s)

o

Reimbursement paid to related organization(s) for expenses

p

Reimbursement paid by related organization(s) for expenses

q

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

r

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

Yes

No

1a

1b

1c

1d

1e

1f

1g

1h

1i

1j

1k

1l

1m

1n

1o

1p

1q

1r

No

No

Yes

No

No

No

No

No

No

No

No

Yes

Yes

Yes

No

No

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	(d) Method of determining amount involved
(1)			
(2)			
(3)			
(4)			
(5)			
(6)			

Schedule R (Form 990) 2011

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

[illegible]

Part VII

Supplemental Information

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

Identifier	Return Reference	Explanation	
------------	------------------	-------------	--

Additional Data

Software ID:
Software Version:
EIN: 34-0714654
Name: THE COLLEGE OF WOOSTER

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

4d. Other program services					
(Code	) (Expenses \$	10,610,482	including grants of \$	77,300) (Revenue \$	3,090,364)
RESEARCH PROGRAMS, PUBLIC & ACADEMIC SUPPORT					

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			
PAUL R ABBEY TRUSTEE	1 50	X						0	0	0
RICHARD J BELL TRUSTEE	1 50	X						0	0	0
SANDEEP BHATIA TRUSTEE	1 50	X						0	0	0
JOAN BLANCHARD TRUSTEE	1 50	X						0	0	0
RICHARD A BOWERS TRUSTEE	1 50	X						0	0	0
DOUGLAS F BRUSH TRUSTEE/COMM CHAIR	5 00	X						0	0	0
MARJORIE M CARLSON TRUSTEE	1 50	X						0	0	0
JOAN P CARTER TRUSTEE	1 50	X						0	0	0
JAYNE HART CHAMBERS TRUSTEE/COMM CHAIR	5 00	X						0	0	0
GRANT H CORNWELL TRUSTEE/PRESIDENT	70 00	X		X				388,598	0	191,400
DOON A FOSTER TRUSTEE	1 50	X						0	0	0
DONALD R FREDERICO TRUSTEE/COMM CHAIR	5 00	X						0	0	0
STEPHEN C GAULT TRUSTEE/COMM CHAIR	5 00	X						0	0	0
DAVID H GUNNING TRUSTEE/BOARD CHAIR	8 00	X		X				0	0	0
DIANE L HAMBURGER TRUSTEE	1 50	X						0	0	0
JENNIFER A HAVERKAMP TRUSTEE/COMM CHAIR	5 00	X						0	0	0
JC JOHNSTON III TRUSTEE	1 50	X						0	0	0
DONALD L KOHN TRUSTEE	1 50	X						0	0	0
LEE E LIMBIRD TRUSTEE	1 50	X						0	0	0
KAREN M LOCKWOOD TRUSTEE	1 50	X						0	0	0
GREGORY A LONG TRUSTEE/COMM CHAIR	5 00	X						0	0	0
WILLIAM A LONGBRAKE TRUSTEE/COMM CHAIR	5 00	X						0	0	0
H CHRISTOPHER LUCE TRUSTEE	1 50	X						0	0	0
STEWART R MASSEY TRUSTEE	1 50	X						0	0	0
LYNNE D MCCREIGHT TRUSTEE/COMM CHAIR	5 00	X						0	0	0

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

(A) Name and Title	(B) Average hours per week	(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			
E BLAKE MOORE JR TRUSTEE	1 50	X						0	0	0
MARY A NEAGOY TRUSTEE/COMM CHAIR	5 00	X						0	0	0
SOLOMON OLIVER JR TRUSTEE/COMM CHAIR	5 00	X						0	0	0
JOHN P PAPP MD TRUSTEE	1 50	X						0	0	0
DALE C PERRY TRUSTEE	1 50	X						0	0	0
MIKAEL SALOVAARA TRUSTEE	1 50	X						0	0	0
ROBERT L SAVITT TRUSTEE	1 50	X						0	0	0
RICHARD N SEAMAN TRUSTEE	1 50	X						0	0	0
KENNETH SHAFER TRUSTEE	1 50	X						0	0	0
MARIANNE MORROW SPRAGUE TRUSTEE/COMM CHAIR	5 00	X						0	0	0
SALLY J STALEY TRUSTEE	1 50	X						0	0	0
PETER E SUNDMAN TRUSTEE/COMM CHAIR	5 00	X						0	0	0
NANCY WILKIN SUTHERLAND TRUSTEE	1 50	X						0	0	0
CLARENCE R WILLIAMS TRUSTEE	1 50	X						0	0	0
RUTH W WILLIAMS TRUSTEE	1 50	X						0	0	0
JAMES R WILSON TRUSTEE	1 50	X						0	0	0
ELLEN FALDUTO CHIEF INFORMATION & PLANNING OFFICER	60 00			X				149,539	0	21,082
SCOTT FRIEDHOFF VP FOR ENROLL/COLL RELATIONS	60 00			X				229,506	0	65,885
KURT C HOLMES DEAN OF STUDENTS	60 00			X				103,560	0	32,997
LAURIE HOUCK VP DEVELOP & ALUM RELATIONS	60 00			X				106,051	0	11,286
ANGELA JOHNSTON SEC OF COLL & CHIEF OF STAFF	60 00			X				91,936	0	40,629
CAROLYN NEWTON PROVOST	60 00			X				190,178	0	30,499
LAURIE L STICKELMAIER VP FINANCE & BUSINESS/TREASURER	60 00			X				188,749	0	36,661
WHAYDEN SCHILLING PROFESSOR OF HISTORY	40 00					X		154,183	0	26,226
MARK CHRISTEL DIRECTOR OF LIBRARIES	40 00					X		120,243	0	28,512

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			
JOHN W SELL PROFESSOR OF ECONOMICS	40 00					X		119,676	0	27,063
DONALD JACOBS PROFESSOR OF PHYSICS	40 00					X		117,546	0	28,798
STEPHEN MOORE HEAD COACH - MEN'S BASKETBALL	40 00					X		117,514	0	22,169
SARA L PATTON FORMER SENIOR DIRECTOR	60 00						X	192,753	0	28,449
SHILA GARG FORMER INTERIM PROVOST	60 00						X	108,154	0	24,417