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|                                                                                                                                                              |                                                                                                                                                                                                                                                                                                            |                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| Form <b>990</b><br><br>Department of the Treasury<br>Internal Revenue Service | <h1>Return of Organization Exempt From Income Tax</h1> <p><b>Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)</b></p> <p>▶ The organization may have to use a copy of this return to satisfy state reporting requirements</p> | OMB No 1545-0047<br><div>2012</div> <p><b>Open to Public Inspection</b></p> |
|                                                                                                                                                              |                                                                                                                                                                                                                                                                                                            |                                                                             |

**A For the 2012 calendar year, or tax year beginning 07-01-2012 , 2012, and ending 06-30-2013**

|                                                                                                                                                                                                                                                                                              |                                                                                                 |                                                                                                                                                                                                                                                                             |                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| <b>B</b> Check if applicable<br><input type="checkbox"/> Address change<br><input type="checkbox"/> Name change<br><input type="checkbox"/> Initial return<br><input type="checkbox"/> Terminated<br><input type="checkbox"/> Amended return<br><input type="checkbox"/> Application pending | <b>C</b> Name of organization<br>GORDON COLLEGE                                                 |                                                                                                                                                                                                                                                                             | <b>D</b> Employer identification number<br><br>04-2104258 |
|                                                                                                                                                                                                                                                                                              | Doing Business As                                                                               |                                                                                                                                                                                                                                                                             |                                                           |
|                                                                                                                                                                                                                                                                                              | Number and street (or P O box if mail is not delivered to street address)<br>255 Grapevine Road | Room/suite                                                                                                                                                                                                                                                                  | E Telephone number<br><br>(978) 867-4883                  |
|                                                                                                                                                                                                                                                                                              | City or town, state or country, and ZIP + 4<br>Wenham, MA 01984                                 |                                                                                                                                                                                                                                                                             |                                                           |
|                                                                                                                                                                                                                                                                                              |                                                                                                 |                                                                                                                                                                                                                                                                             | <b>G</b> Gross receipts \$ 78,803,619                     |
| <b>F</b> Name and address of principal officer<br>D Michael Lindsay<br>Gordon College<br>255 Grapevine Road<br>Wenham, MA 01984                                                                                                                                                              |                                                                                                 | <b>H(a)</b> Is this a group return for affiliates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No<br><br><b>H(b)</b> Are all affiliates included? <input type="checkbox"/> Yes <input type="checkbox"/> No<br>If "No" attach a list (see instructions) |                                                           |

|                                                                                                                                                                                                                        |  |                                                         |                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|---------------------------------------------------------|-------------------------------------|
| <b>I</b> Tax-exempt status <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) <input type="checkbox"/> (Insert no ) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527 |  | <b>H(c)</b> Group exemption number <input type="text"/> |                                     |
| <b>J Website:</b> <input type="text"/> www.gordon.edu                                                                                                                                                                  |  |                                                         |                                     |
| <b>K</b> Form of organization <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other <input type="text"/>                  |  | <b>L</b> Year of formation 1889                         | <b>M</b> State of legal domicile MA |

## Part I Summary

|                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                     |                           |
|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|---------------------------|
| Activities & Governance                                                                                   | 1 Briefly describe the organization's mission or most significant activities<br>Gordon College strives to graduate men and women distinguished by intellectual maturity and Christian character, committed to a lifestyle of servanthood and prepared for leadership roles in their homes, workplaces, churches and communities worldwide Our primary activity is to provide an undergraduate liberal arts education |                                                                     |                           |
|                                                                                                           | 2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets                                                                                                                                                                                                                                                                             |                                                                     |                           |
|                                                                                                           | 3 Number of voting members of the governing body (Part VI, line 1a)                                                                                                                                                                                                                                                                                                                                                  | 3                                                                   | 30                        |
|                                                                                                           | 4 Number of independent voting members of the governing body (Part VI, line 1b)                                                                                                                                                                                                                                                                                                                                      | 4                                                                   | 26                        |
|                                                                                                           | 5 Total number of individuals employed in calendar year 2012 (Part V, line 2a)                                                                                                                                                                                                                                                                                                                                       | 5                                                                   | 940                       |
|                                                                                                           | 6 Total number of volunteers (estimate if necessary)                                                                                                                                                                                                                                                                                                                                                                 | 6                                                                   | 30                        |
|                                                                                                           | 7a Total unrelated business revenue from Part VIII, column (C), line 12                                                                                                                                                                                                                                                                                                                                              | 7a                                                                  | 0                         |
| b Net unrelated business taxable income from Form 990-T, line 34                                          | 7b                                                                                                                                                                                                                                                                                                                                                                                                                   | 0                                                                   |                           |
| Revenue                                                                                                   | 8 Contributions and grants (Part VIII, line 1h)                                                                                                                                                                                                                                                                                                                                                                      | Prior Year<br>11,043,241                                            | Current Year<br>5,511,270 |
|                                                                                                           | 9 Program service revenue (Part VIII, line 2g)                                                                                                                                                                                                                                                                                                                                                                       | 62,155,073                                                          | 67,053,886                |
|                                                                                                           | 10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)                                                                                                                                                                                                                                                                                                                                                     | 716,045                                                             | 1,133,874                 |
|                                                                                                           | 11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)                                                                                                                                                                                                                                                                                                                                          | -2,246                                                              | 5,455                     |
|                                                                                                           | 12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)                                                                                                                                                                                                                                                                                                                                  | 73,912,113                                                          | 73,704,485                |
|                                                                                                           | Expenses                                                                                                                                                                                                                                                                                                                                                                                                             | 13 Grants and similar amounts paid (Part IX, column (A), lines 1–3) | 17,264,607                |
| 14 Benefits paid to or for members (Part IX, column (A), line 4)                                          |                                                                                                                                                                                                                                                                                                                                                                                                                      | 0                                                                   | 0                         |
| 15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)                      |                                                                                                                                                                                                                                                                                                                                                                                                                      | 32,496,826                                                          | 33,282,431                |
| 16a Professional fundraising fees (Part IX, column (A), line 11e)                                         |                                                                                                                                                                                                                                                                                                                                                                                                                      | 0                                                                   | 0                         |
| b Total fundraising expenses (Part IX, column (D), line 25) <input checked="" type="checkbox"/> 2,769,662 |                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                     |                           |
| 17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)                                           |                                                                                                                                                                                                                                                                                                                                                                                                                      | 21,754,588                                                          | 24,285,773                |
| 18 Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25)                               |                                                                                                                                                                                                                                                                                                                                                                                                                      | 71,516,021                                                          | 76,616,577                |
| 19 Revenue less expenses Subtract line 18 from line 12                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                      | 2,396,092                                                           | -2,912,092                |
| Net Assets or Fund Balances                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                      | Beginning of Current Year                                           |                           |
|                                                                                                           | 20 Total assets (Part X, line 16)                                                                                                                                                                                                                                                                                                                                                                                    | 115,801,843                                                         | 116,329,594               |
|                                                                                                           | 21 Total liabilities (Part X, line 26)                                                                                                                                                                                                                                                                                                                                                                               | 53,624,266                                                          | 52,261,396                |
|                                                                                                           | 22 Net assets or fund balances Subtract line 21 from line 20                                                                                                                                                                                                                                                                                                                                                         | 62,177,577                                                          | 64,068,198                |

## 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.

|                               |                                                                                                    |  |                      |                                                                                                  |                                                 |
|-------------------------------|----------------------------------------------------------------------------------------------------|--|----------------------|--------------------------------------------------------------------------------------------------|-------------------------------------------------|
| <b>Sign Here</b>              |                 |  |                      | 2014-02-07                                                                                       |                                                 |
|                               | Signature of officer                                                                               |  |                      | Date                                                                                             |                                                 |
| <b>Paid Preparer Use Only</b> |                 |  |                      |                                                                                                  |                                                 |
|                               | Type or print name and title                                                                       |  |                      |                                                                                                  |                                                 |
|                               | Print/Type preparer's name                                                                         |  | Preparer's signature | Date                                                                                             | Check <input type="checkbox"/> if self-employed |
|                               | Firm's name     |  |                      | Firm's EIN  |                                                 |
|                               | Firm's address  |  |                      | Phone no                                                                                         |                                                 |

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

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

Gordon College strives to graduate men and women distinguished by intellectual maturity and Christian character committed to a lifestyle of servanthood and prepared for leadership roles in their homes, workplaces, churches and communities worldwide Our primary activity is to provide an undergraduate liberal arts education

2

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

Yes

No

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

3

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

Yes

No

If "Yes," describe these changes on Schedule O

4

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

4a

(Code ) (Expenses \$ 49,912,019 including grants of \$ 19,025,498 ) (Revenue \$ 50,784,971 )

Higher Education Our largest program service is providing education and instruction to individuals giving them an opportunity to earn a degree Gordon College is the only nondenominational Christian liberal arts college in New England It offers 38 majors and confers 3 separate undergraduate degrees, Bachelor of Arts, Bachelor of Science and Bachelor of Music Undergraduate enrollment of approximately 1707 students is drawn from 42 states and 41 countries In 2012-13, Gordon College issued 325 undergraduate degrees (with a six-year graduation rate of 71 1%) Gordon had a faculty to student ratio of 14 to 1 with 65% of the students from outside Massachusetts Of the 93 full-time faculty, 82 7% have earned doctorates Gordon College students can take advantage of a wide variety of off-campus programs, both domestic and abroad During 2012-13, 146 students participated in off-campus programs and short-term international seminars

4b

(Code ) (Expenses \$ 15,540,746 including grants of \$ 0 ) (Revenue \$ 14,814,956 )

Auxiliary programs related to the educational process for dormitory housing, food service, bookstore, Lavida outdoor experience, balance and mobility center, summer athletic camps and other summer programs There were 1367 resident students in the fall semester 2012 and 1315 in the spring semester 2013

4c

(Code ) (Expenses \$ 977,793 including grants of \$ 22,875 ) (Revenue \$ 1,453,959 )

Higher Education Gordon College has graduate programs in education and music education conferring degrees in Masters of Education in Curriculum and Instruction and Masters of Music Education In 2012-13, the total of unduplicated graduate students was 599 drawn from 19 states and 3 countries Gordon College conferred 58 masters degrees in 2012

4d

Other program services (Describe in Schedule O )

(Expenses \$ 0 including grants of \$ 0 ) (Revenue \$ 0 )

4e

Total program service expenses

66,430,558

Form 990 (2012)

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 Yes   |    |
| 5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? 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 Yes   |    |
| 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 for escrow or custodial account liability, 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 Yes   |    |
| 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 and XII                                                                                                                                                           | 12a Yes |    |
| 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 and XII is optional                                                                            | 12b     | No |
| 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, Parts I and IV  | 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 United States? If "Yes," complete Schedule F, Parts 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 United States? If "Yes," complete Schedule F, Parts 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 (see instructions)                                                                                                                                                                                  | 17      | No |
| 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 Yes  |    |
| 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      | No |
| 20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H                                                                                                                                                                                                                                                                                                   | 20a     | No |
| b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?                                                                                                                                                                                                                                                                                    | 20b     |    |

Part IV

Checklist of Required Schedules (continued)

|     |                                                                                                                                                                                                                                                                                                                            |     |     |    |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|----|
| 21  | Did the organization report more than \$5,000 of grants and other assistance to any government or organization in the United States on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i> . . . . .                                                                                         | 21  |     | No |
| 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, line 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 lines 24b through 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 | <b>Section 501(c)(3) and 501(c)(4) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> . . . . .                                                                                                      | 25a |     | No |
| b   | Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> . . . . .                                       | 25b |     | No |
| 26  | Was a loan to or by a current or former officer, director, trustee, key employee, highest 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 employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <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 direct or indirect 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  |     | No |
| 34  | Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i> . . . . .                                                                                                                                                                  | 34  | Yes |    |
| 35a | Did the organization have a controlled entity within the meaning of section 512(b)(13)?                                                                                                                                                                                                                                    | 35a | Yes |    |
| b   | If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> . . . . .                                                                                         | 35b |     | No |
| 36  | <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> . . . . .                                                                                                                           | 36  |     | 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 11b and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O . . . . .                                                                                                                              | 38  | Yes |    |

Part V

Statements Regarding Other IRS Filings and Tax Compliance

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

|                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                            |     |     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
|                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                            | Yes | No  |
| 1a                                                                                                                                                                                                                                                                      | Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable.                                                                                                                                                              | 1a  | 247 |
| b                                                                                                                                                                                                                                                                       | Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable.                                                                                                                                                           | 1b  | 0   |
| c                                                                                                                                                                                                                                                                       | Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?                                                                                   | 1c  | Yes |
| 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.                                                             | 2a  | 940 |
| b                                                                                                                                                                                                                                                                       | If at least one is reported on line 2a, did the organization file all required federal employment tax returns?<br><b>Note.</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions).        | 2b  | Yes |
| 3a                                                                                                                                                                                                                                                                      | Did the organization have unrelated business gross income of \$1,000 or more during the year?                                                                                                                                              | 3a  | No  |
| b                                                                                                                                                                                                                                                                       | If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O.                                                                                                                                          | 3b  |     |
| 4a                                                                                                                                                                                                                                                                      | At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? | 4a  | Yes |
| b                                                                                                                                                                                                                                                                       | If "Yes," enter the name of the foreign country: IT<br>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?                                                                                                                                      | 5a  | No  |
| b                                                                                                                                                                                                                                                                       | Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?                                                                                                                           | 5b  | No  |
| c                                                                                                                                                                                                                                                                       | If "Yes," to line 5a or 5b, did the organization file Form 8886-T?                                                                                                                                                                         | 5c  |     |
| 6a                                                                                                                                                                                                                                                                      | Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?                                    | 6a  | No  |
| b                                                                                                                                                                                                                                                                       | If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?                                                                                              | 6b  |     |
| 7 Organizations that may receive deductible contributions under section 170(c).                                                                                                                                                                                         |                                                                                                                                                                                                                                            |     |     |
| a                                                                                                                                                                                                                                                                       | Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?                                                                                            | 7a  | Yes |
| b                                                                                                                                                                                                                                                                       | If "Yes," did the organization notify the donor of the value of the goods or services provided?                                                                                                                                            | 7b  | Yes |
| c                                                                                                                                                                                                                                                                       | Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8822?                                                                                                       | 7c  | No  |
| d                                                                                                                                                                                                                                                                       | If "Yes," indicate the number of Forms 8822 filed during the year.                                                                                                                                                                         | 7d  |     |
| e                                                                                                                                                                                                                                                                       | Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?                                                                                                                            | 7e  | No  |
| f                                                                                                                                                                                                                                                                       | Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?                                                                                                                               | 7f  | No  |
| g                                                                                                                                                                                                                                                                       | If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?                                                                                                           | 7g  |     |
| h                                                                                                                                                                                                                                                                       | If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?                                                                                                         | 7h  |     |
| 8 Sponsoring organizations maintaining donor advised funds 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?<br><b>Note.</b> See the instructions for additional information the organization must report on Schedule O.                                           | 13a |     |
| b                                                                                                                                                                                                                                                                       | Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans.                                                                                 | 13b |     |
| c                                                                                                                                                                                                                                                                       | Enter the amount of reserves on hand.                                                                                                                                                                                                      | 13c |     |
| 14a                                                                                                                                                                                                                                                                     | Did the organization receive any payments for indoor tanning services during the tax year?                                                                                                                                                 | 14a | No  |
| b                                                                                                                                                                                                                                                                       | If "Yes," has it filed a Form 720 to report these payments? 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                                                                                                                                 |     |     |
| 1a                                                                                                                                                                                                               | 30                                                                                                                                                                                                                  |     |     |
| If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O |                                                                                                                                                                                                                     |     |     |
| b                                                                                                                                                                                                                | Enter the number of voting members included in line 1a, above, who are independent                                                                                                                                  |     |     |
| 1b                                                                                                                                                                                                               | 26                                                                                                                                                                                                                  |     |     |
| 2                                                                                                                                                                                                                | Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?                                               | 2   | Yes |
| 3                                                                                                                                                                                                                | Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? | 3   | No  |
| 4                                                                                                                                                                                                                | Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?                                                                                                    | 4   | No  |
| 5                                                                                                                                                                                                                | Did the organization become aware during the year of a significant diversion of the organization's assets?                                                                                                          | 5   | No  |
| 6                                                                                                                                                                                                                | Did the organization have members or stockholders?                                                                                                                                                                  | 6   | 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?                                                                  | 7a  | No  |
| b                                                                                                                                                                                                                | Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?                                                           | 7b  | No  |
| 8                                                                                                                                                                                                                | Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following                                                                                    |     |     |
| a                                                                                                                                                                                                                | The governing body?                                                                                                                                                                                                 | 8a  | Yes |
| b                                                                                                                                                                                                                | Each committee with authority to act on behalf of the governing body?                                                                                                                                               | 8b  | Yes |
| 9                                                                                                                                                                                                                | Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O        | 9   | No  |

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

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

Section C. Disclosure

|    |                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                      |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| 17 | List the States with which a copy of this Form 990 is required to be filed                                                                                                                                                                                                                                                                                                                                     | MA                                                                   |
| 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.<br><input type="checkbox"/> Own website <input type="checkbox"/> Another's website <input checked="" type="checkbox"/> Upon request <input type="checkbox"/> Other (explain in Schedule O) |                                                                      |
| 19 | Describe in Schedule O whether (and if so, how), the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year                                                                                                                                                                                                              |                                                                      |
| 20 | State the name, physical address, and telephone number of the person who possesses the books and records of the organization                                                                                                                                                                                                                                                                                   | Kimberlie Mather Controller Gordon College Wenham, MA (978) 867-4048 |

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

**1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.

- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."

- List the organization's five **current** highest compensated employees (other than an officer, director, trustee or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations

- List all of the organization's **former** officers, key employees, or highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations

- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons

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

[illegible]

## Part VII

|           |                                                                        |           |   |         |
|-----------|------------------------------------------------------------------------|-----------|---|---------|
| <b>1b</b> | <b>Sub-Total . . . . .</b>                                             |           |   |         |
| <b>c</b>  | <b>Total from continuation sheets to Part VII, Section A . . . . .</b> |           |   |         |
| <b>d</b>  | <b>Total (add lines 1b and 1c) . . . . .</b>                           | 1,403,801 | 0 | 229,015 |

**2** Total number of individuals (including but not limited to those listed in Item 1) who received more than \$100,000 of reportable compensation from the organization. 11

|          |                                                                                                                                                                                                                                               | Yes          | No |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|----|
| <b>3</b> | Did the organization list any <b>former</b> officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i> . . . . .                                        | <b>3</b> Yes |    |
| <b>4</b> | For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i> . . . . . | <b>4</b> Yes |    |
| <b>5</b> | 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> . . . . .                       | <b>5</b>     | 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)<br>Name and business address                                | (B)<br>Description of services | (C)<br>Compensation |
|-----------------------------------------------------------------|--------------------------------|---------------------|
| Wellington Trust Company NA 75 State Street Boston MA 02109     | Investment Management          | 144,944             |
| Grant Thornton LLP 33960 Treasury Center Chicago IL 606943900   | Auditing services              | 158,754             |
| Nagog Real Estate Consulting Corp 530 Great Road Acton MA 01720 | Building Renovation            | 231,800             |
|                                                                 |                                |                     |
|                                                                 |                                |                     |

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 ►3

Part VIII

Statement of Revenue

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

|                                                           |                                                    |                                                                                                                                                 |               | (A)           | (B)                                         | (C)                              | (D)                                                                      |           |
|-----------------------------------------------------------|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|---------------------------------------------|----------------------------------|--------------------------------------------------------------------------|-----------|
|                                                           |                                                    |                                                                                                                                                 |               | Total revenue | Related or<br>exempt<br>function<br>revenue | Unrelated<br>business<br>revenue | Revenue<br>excluded from<br>tax under<br>sections<br>512, 513, or<br>514 |           |
| Contributions, Gifts, Grants<br>and Other Similar Amounts | 1a                                                 | Federated campaigns . . .                                                                                                                       | 1a            | 0             |                                             |                                  |                                                                          |           |
|                                                           | b                                                  | Membership dues . . . . .                                                                                                                       | 1b            | 0             |                                             |                                  |                                                                          |           |
|                                                           | c                                                  | Fundraising events . . . . .                                                                                                                    | 1c            | 495,309       |                                             |                                  |                                                                          |           |
|                                                           | d                                                  | Related organizations . . . .                                                                                                                   | 1d            | 0             |                                             |                                  |                                                                          |           |
|                                                           | e                                                  | Government grants (contributions)                                                                                                               | 1e            | 407,893       |                                             |                                  |                                                                          |           |
|                                                           | f                                                  | All other contributions, gifts, grants, and<br>similar amounts not included above                                                               | 1f            | 4,608,068     |                                             |                                  |                                                                          |           |
|                                                           | g                                                  | Noncash contributions included in lines<br>1a-1f \$                                                                                             |               | 265,161       |                                             |                                  |                                                                          |           |
|                                                           | h                                                  | Total. Add lines 1a-1f . . . . .                                                                                                                |               |               |                                             |                                  |                                                                          | 5,511,270 |
| Program Service Revenue                                   |                                                    |                                                                                                                                                 | Business Code |               |                                             |                                  |                                                                          |           |
|                                                           | 2a                                                 | Tuition and Fees                                                                                                                                | 611310        | 51,566,934    | 51,566,934                                  | 0                                | 0                                                                        |           |
|                                                           | b                                                  | Residence Hall Revenue                                                                                                                          | 611310        | 8,702,828     | 8,702,828                                   | 0                                | 0                                                                        |           |
|                                                           | c                                                  | Board Plan                                                                                                                                      | 611310        | 3,203,432     | 3,203,432                                   | 0                                | 0                                                                        |           |
|                                                           | d                                                  | Summer Programs                                                                                                                                 | 611310        | 804,460       | 804,460                                     | 0                                | 0                                                                        |           |
|                                                           | e                                                  | Balance and Mobility Center                                                                                                                     | 621340        | 519,532       | 519,532                                     | 0                                | 0                                                                        |           |
|                                                           | f                                                  | All other program service revenue                                                                                                               |               | 2,256,700     | 2,256,700                                   | 0                                | 0                                                                        |           |
|                                                           | g                                                  | Total. Add lines 2a-2f . . . . .                                                                                                                |               |               | 67,053,886                                  |                                  |                                                                          |           |
| Other Revenue                                             | 3                                                  | Investment income (including dividends, interest,<br>and other similar amounts) . . . . .                                                       |               | 674,330       | 0                                           | 0                                | 674,330                                                                  |           |
|                                                           | 4                                                  | Income from investment of tax-exempt bond proceeds . . .                                                                                        |               | 0             | 0                                           | 0                                | 0                                                                        |           |
|                                                           | 5                                                  | Royalties . . . . .                                                                                                                             |               | 0             | 0                                           | 0                                | 0                                                                        |           |
|                                                           | 6a                                                 | (i) Real                                                                                                                                        |               | (ii) Personal |                                             |                                  |                                                                          |           |
|                                                           |                                                    | 85,790                                                                                                                                          |               | 0             |                                             |                                  |                                                                          |           |
|                                                           |                                                    | 0                                                                                                                                               |               | 0             |                                             |                                  |                                                                          |           |
|                                                           |                                                    | 85,790                                                                                                                                          |               | 0             |                                             |                                  |                                                                          |           |
|                                                           | d                                                  | Net rental income or (loss) . . . . .                                                                                                           |               | 85,790        | 0                                           | 0                                | 85,790                                                                   |           |
|                                                           | 7a                                                 | (i) Securities                                                                                                                                  |               | (ii) Other    |                                             |                                  |                                                                          |           |
|                                                           |                                                    | 5,454,055                                                                                                                                       |               | 0             |                                             |                                  |                                                                          |           |
|                                                           |                                                    | 4,994,511                                                                                                                                       |               | 0             |                                             |                                  |                                                                          |           |
|                                                           |                                                    | 459,544                                                                                                                                         |               | 0             |                                             |                                  |                                                                          |           |
|                                                           | d                                                  | Net gain or (loss) . . . . .                                                                                                                    |               | 459,544       | 0                                           | 0                                | 459,544                                                                  |           |
|                                                           | 8a                                                 | Gross income from fundraising<br>events (not including<br>\$ 495,309<br>of contributions reported on line 1c)<br>See Part IV, line 18 . . . . . |               | 24,288        |                                             |                                  |                                                                          |           |
|                                                           | a                                                  |                                                                                                                                                 |               |               |                                             |                                  |                                                                          |           |
|                                                           | b                                                  | Less direct expenses . . . . .                                                                                                                  |               |               |                                             |                                  |                                                                          |           |
|                                                           | c                                                  | Net income or (loss) from fundraising events . . .                                                                                              |               | -80,335       |                                             | 0                                | -80,335                                                                  |           |
|                                                           | 9a                                                 | Gross income from gaming activities<br>See Part IV, line 19 . . . . .                                                                           |               |               |                                             |                                  |                                                                          |           |
|                                                           | a                                                  |                                                                                                                                                 |               |               |                                             |                                  |                                                                          |           |
|                                                           | b                                                  | Less direct expenses . . . . .                                                                                                                  |               |               |                                             |                                  |                                                                          |           |
|                                                           | c                                                  | Net income or (loss) from gaming activities . . .                                                                                               |               |               |                                             |                                  |                                                                          |           |
|                                                           | 10a                                                | Gross sales of inventory, less<br>returns and allowances . . . . .                                                                              |               |               |                                             |                                  |                                                                          |           |
|                                                           | a                                                  |                                                                                                                                                 |               |               |                                             |                                  |                                                                          |           |
|                                                           | 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 . . . . .                 |                                                                                                                                                 |               | 0             |                                             |                                  |                                                                          |           |
| 12                                                        | Total revenue. See Instructions . . . . .          |                                                                                                                                                 |               | 73,704,485    | 67,053,886                                  | 0                                | 1,139,329                                                                |           |

Part IX

Statement of Functional Expenses

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

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

☐

| Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII. |                                                                                                                                                                                                                                                | (A)<br>Total expenses | (B)<br>Program service expenses | (C)<br>Management and general expenses | (D)<br>Fundraising expenses |
|--------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------------------------------|----------------------------------------|-----------------------------|
| 1                                                                              | Grants and other assistance to governments and organizations in the United States. See Part IV, line 21.                                                                                                                                       | 0                     | 0                               |                                        |                             |
| 2                                                                              | Grants and other assistance to individuals in the United States. See Part IV, line 22.                                                                                                                                                         | 17,448,862            | 17,448,862                      |                                        |                             |
| 3                                                                              | Grants and other assistance to governments, organizations, and individuals outside the United States. See Part IV, lines 15 and 16.                                                                                                            | 1,599,511             | 1,599,511                       |                                        |                             |
| 4                                                                              | Benefits paid to or for members.                                                                                                                                                                                                               | 0                     | 0                               |                                        |                             |
| 5                                                                              | Compensation of current officers, directors, trustees, and key employees.                                                                                                                                                                      | 818,559               | 0                               | 809,608                                | 8,951                       |
| 6                                                                              | Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B).                                                                                                 | 137,922               | 124,652                         | 1,270                                  | 12,000                      |
| 7                                                                              | Other salaries and wages.                                                                                                                                                                                                                      | 23,365,545            | 17,773,203                      | 4,198,456                              | 1,393,886                   |
| 8                                                                              | Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions).                                                                                                                                            | 941,981               | 715,448                         | 165,447                                | 61,086                      |
| 9                                                                              | Other employee benefits.                                                                                                                                                                                                                       | 6,363,216             | 4,634,881                       | 1,331,130                              | 397,205                     |
| 10                                                                             | Payroll taxes.                                                                                                                                                                                                                                 | 1,655,208             | 1,213,910                       | 337,642                                | 103,656                     |
| 11                                                                             | Fees for services (non-employees):                                                                                                                                                                                                             |                       |                                 |                                        |                             |
| a                                                                              | Management.                                                                                                                                                                                                                                    | 0                     | 0                               | 0                                      | 0                           |
| b                                                                              | Legal.                                                                                                                                                                                                                                         | 44,872                | 0                               | 44,872                                 | 0                           |
| c                                                                              | Accounting.                                                                                                                                                                                                                                    | 167,707               | 0                               | 167,707                                | 0                           |
| d                                                                              | Lobbying.                                                                                                                                                                                                                                      | 0                     | 0                               | 0                                      | 0                           |
| e                                                                              | Professional fundraising services. See Part IV, line 17.                                                                                                                                                                                       | 0                     |                                 |                                        | 0                           |
| f                                                                              | Investment management fees.                                                                                                                                                                                                                    | 165,239               | 0                               | 165,239                                | 0                           |
| g                                                                              | Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O).                                                                                                                                    | 2,692,301             | 1,823,645                       | 787,197                                | 81,459                      |
| 12                                                                             | Advertising and promotion.                                                                                                                                                                                                                     | 244,083               | 122,951                         | 2,082                                  | 119,050                     |
| 13                                                                             | Office expenses.                                                                                                                                                                                                                               | 2,433,353             | 1,641,685                       | 595,389                                | 196,279                     |
| 14                                                                             | Information technology.                                                                                                                                                                                                                        | 1,366,604             | 807,319                         | 558,707                                | 578                         |
| 15                                                                             | Royalties.                                                                                                                                                                                                                                     | 0                     | 0                               | 0                                      | 0                           |
| 16                                                                             | Occupancy.                                                                                                                                                                                                                                     | 4,251,150             | 4,115,190                       | 110,237                                | 25,723                      |
| 17                                                                             | Travel.                                                                                                                                                                                                                                        | 2,786,358             | 2,330,080                       | 268,035                                | 188,243                     |
| 18                                                                             | Payments of travel or entertainment expenses for any federal, state, or local public officials.                                                                                                                                                | 0                     | 0                               | 0                                      | 0                           |
| 19                                                                             | Conferences, conventions, and meetings.                                                                                                                                                                                                        | 37,618                | 30,728                          | 6,890                                  | 0                           |
| 20                                                                             | Interest.                                                                                                                                                                                                                                      | 0                     | 0                               | 0                                      | 0                           |
| 21                                                                             | Payments to affiliates.                                                                                                                                                                                                                        | 0                     | 0                               | 0                                      | 0                           |
| 22                                                                             | Depreciation, depletion, and amortization.                                                                                                                                                                                                     | 6,265,766             | 5,882,694                       | 346,301                                | 36,771                      |
| 23                                                                             | Insurance.                                                                                                                                                                                                                                     | 212,272               | 88,534                          | 121,421                                | 2,317                       |
| 24                                                                             | Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O):                                              |                       |                                 |                                        |                             |
| a                                                                              | Allocation of Physical Plant.                                                                                                                                                                                                                  | 0                     | 3,710,323                       | -3,717,656                             | 7,333                       |
| b                                                                              | Food Service.                                                                                                                                                                                                                                  | 1,596,356             | 1,596,356                       | 0                                      | 0                           |
| c                                                                              | Bond Expenses.                                                                                                                                                                                                                                 | 755,994               | 0                               | 755,994                                |                             |
| d                                                                              | Special Events.                                                                                                                                                                                                                                | 354,339               | 220,655                         | 23,474                                 | 110,210                     |
| e                                                                              | All other expenses.                                                                                                                                                                                                                            | 911,761               | 549,931                         | 336,915                                | 24,915                      |
| 25                                                                             | <b>Total functional expenses.</b> Add lines 1 through 24e.                                                                                                                                                                                     | 76,616,577            | 66,430,558                      | 7,416,357                              | 2,769,662                   |
| 26                                                                             | <b>Joint costs.</b> Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720). |                       |                                 |                                        |                             |

Part X

Balance Sheet

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

☐

|                             |                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                              |                | (A)               |     | (B)         |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------------|-----|-------------|
|                             |                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                              |                | Beginning of year |     | End of year |
| Assets                      | 1                                                                                                                                                   | Cash—non-interest-bearing                                                                                                                                                                                                                                                                                                    |                | 893,209           | 1   | 639,404     |
|                             | 2                                                                                                                                                   | Savings and temporary cash investments                                                                                                                                                                                                                                                                                       |                | 3,944,447         | 2   | 689,228     |
|                             | 3                                                                                                                                                   | Pledges and grants receivable, net                                                                                                                                                                                                                                                                                           |                | 7,995,007         | 3   | 6,481,309   |
|                             | 4                                                                                                                                                   | Accounts receivable, net                                                                                                                                                                                                                                                                                                     |                | 1,296,813         | 4   | 1,161,751   |
|                             | 5                                                                                                                                                   | Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L                                                                                                                                                           |                | 0                 | 5   | 0           |
|                             | 6                                                                                                                                                   | Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) Complete Part II of Schedule L |                | 0                 | 6   | 0           |
|                             | 7                                                                                                                                                   | Notes and loans receivable, net                                                                                                                                                                                                                                                                                              |                | 0                 | 7   | 0           |
|                             | 8                                                                                                                                                   | Inventories for sale or use                                                                                                                                                                                                                                                                                                  |                | 77,148            | 8   | 76,051      |
|                             | 9                                                                                                                                                   | Prepaid expenses and deferred charges                                                                                                                                                                                                                                                                                        |                | 645,335           | 9   | 795,003     |
|                             | 10a                                                                                                                                                 | Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D                                                                                                                                                                                                                                            | 10a155,000,620 |                   |     |             |
|                             | b                                                                                                                                                   | Less accumulated depreciation                                                                                                                                                                                                                                                                                                | 10b87,879,116  | 68,976,704        | 10c | 67,121,504  |
|                             | 11                                                                                                                                                  | Investments—publicly traded securities                                                                                                                                                                                                                                                                                       |                | 8,264,394         | 11  | 9,214,362   |
|                             | 12                                                                                                                                                  | Investments—other securities See Part IV, line 11                                                                                                                                                                                                                                                                            |                | 19,833,592        | 12  | 26,301,153  |
|                             | 13                                                                                                                                                  | Investments—program-related See Part IV, line 11                                                                                                                                                                                                                                                                             |                | 2,832,317         | 13  | 2,891,881   |
|                             | 14                                                                                                                                                  | Intangible assets                                                                                                                                                                                                                                                                                                            |                | 0                 | 14  | 0           |
|                             | 15                                                                                                                                                  | Other assets See Part IV, line 11                                                                                                                                                                                                                                                                                            |                | 1,042,877         | 15  | 957,948     |
|                             | 16                                                                                                                                                  | Total assets. Add lines 1 through 15 (must equal line 34)                                                                                                                                                                                                                                                                    |                | 115,801,843       | 16  | 116,329,594 |
| Liabilities                 | 17                                                                                                                                                  | Accounts payable and accrued expenses                                                                                                                                                                                                                                                                                        |                | 1,343,422         | 17  | 1,107,377   |
|                             | 18                                                                                                                                                  | Grants payable                                                                                                                                                                                                                                                                                                               |                | 0                 | 18  | 0           |
|                             | 19                                                                                                                                                  | Deferred revenue                                                                                                                                                                                                                                                                                                             |                | 1,838,316         | 19  | 1,552,790   |
|                             | 20                                                                                                                                                  | Tax-exempt bond liabilities                                                                                                                                                                                                                                                                                                  |                | 38,128,578        | 20  | 38,660,000  |
|                             | 21                                                                                                                                                  | Escrow or custodial account liability Complete Part IV of Schedule D                                                                                                                                                                                                                                                         |                | 391,749           | 21  | 255,705     |
|                             | 22                                                                                                                                                  | Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L                                                                                                                                          |                | 0                 | 22  | 0           |
|                             | 23                                                                                                                                                  | Secured mortgages and notes payable to unrelated third parties                                                                                                                                                                                                                                                               |                | 409,404           | 23  | 1,588,282   |
|                             | 24                                                                                                                                                  | Unsecured notes and loans payable to unrelated third parties                                                                                                                                                                                                                                                                 |                | 0                 | 24  | 0           |
|                             | 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                                                                                                                                                         |                | 11,512,797        | 25  | 9,097,242   |
|                             | 26                                                                                                                                                  | Total liabilities. Add lines 17 through 25                                                                                                                                                                                                                                                                                   |                | 53,624,266        | 26  | 52,261,396  |
| Net Assets or Fund Balances | Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34. |                                                                                                                                                                                                                                                                                                                              |                |                   |     |             |
|                             | 27                                                                                                                                                  | Unrestricted net assets                                                                                                                                                                                                                                                                                                      |                | 27,168,098        | 27  | 27,138,384  |
|                             | 28                                                                                                                                                  | Temporarily restricted net assets                                                                                                                                                                                                                                                                                            |                | 11,630,050        | 28  | 12,992,893  |
|                             | 29                                                                                                                                                  | Permanently restricted net assets                                                                                                                                                                                                                                                                                            |                | 23,379,429        | 29  | 23,936,921  |
|                             | Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.                          |                                                                                                                                                                                                                                                                                                                              |                |                   |     |             |
|                             | 30                                                                                                                                                  | Capital stock or trust principal, or current funds                                                                                                                                                                                                                                                                           |                |                   | 30  |             |
|                             | 31                                                                                                                                                  | Paid-in or capital surplus, or land, building or equipment fund                                                                                                                                                                                                                                                              |                |                   | 31  |             |
|                             | 32                                                                                                                                                  | Retained earnings, endowment, accumulated income, or other funds                                                                                                                                                                                                                                                             |                |                   | 32  |             |
|                             | 33                                                                                                                                                  | Total net assets or fund balances                                                                                                                                                                                                                                                                                            |                | 62,177,577        | 33  | 64,068,198  |
|                             | 34                                                                                                                                                  | Total liabilities and net assets/fund balances                                                                                                                                                                                                                                                                               |                | 115,801,843       | 34  | 116,329,594 |

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  | 73,704,485 |
| 2  | Total expenses (must equal Part IX, column (A), line 25) . . . . .                                            | 2  | 76,616,577 |
| 3  | Revenue less expenses Subtract line 2 from line 1 . . . . .                                                   | 3  | -2,912,092 |
| 4  | Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A)) . . . . .           | 4  | 62,177,577 |
| 5  | Net unrealized gains (losses) on investments . . . . .                                                        | 5  | 2,597,835  |
| 6  | Donated services and use of facilities . . . . .                                                              | 6  | 0          |
| 7  | Investment expenses . . . . .                                                                                 | 7  | 0          |
| 8  | Prior period adjustments . . . . .                                                                            | 8  | 0          |
| 9  | Other changes in net assets or fund balances (explain in Schedule O) . . . . .                                | 9  | 2,204,878  |
| 10 | Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B)) | 10 | 64,068,198 |

Part XII Financial Statements and Reporting

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

|    |                                                                                                                                                                                                                                                                                                                                                                                                                          | Yes | No  |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|
| 1  | Accounting method used to prepare the Form 990 <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____<br>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?<br>If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both<br><input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis | 2a  | No  |
| 2b | Were the organization's financial statements audited by an independent accountant?<br>If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both<br><input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis                | 2b  | Yes |
| 2c | If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?<br>If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O                                                                    | 2c  | Yes |
| 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?                                                                                                                                                                                                                                                                 | 3a  | Yes |
| 3b | 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                                                                                                                                                                                                     | 3b  | Yes |

Additional Data

Software ID: 12000197

Software Version: v1.00

EIN: 04-2104258

Name: GORDON COLLEGE

| Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors |                                                                                            |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------|---------|--------------|------------------------------|--------|----------------------------------------------------------------------|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| (A)<br>Name and Title                                                                                                                         | (B)<br>Average hours per week (list any hours for related organizations below dotted line) | (C)<br>Position (do not check more than one box, unless person is both an officer and a director/trustee) |                       |         |              |                              |        | (D)<br>Reportable compensation from the organization (W-2/1099-MISC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC) | (F)<br>Estimated amount of other compensation from the organization and related organizations |
|                                                                                                                                               |                                                                                            | Individual trustee or director                                                                            | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former |                                                                      |                                                                           |                                                                                               |
| Judith M Dean<br>Board Member                                                                                                                 | 10                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Harold L Myra<br>Board Member                                                                                                                 | 10                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| David C Schultz<br>Clerk/Treasurer                                                                                                            | 50                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Herman J Smith Jr<br>Vice Chairman                                                                                                            | 50                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Suannah Young<br>Board Member                                                                                                                 | 10                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| John M Gurley<br>Board Member                                                                                                                 | 10                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Kurt Keilhacker<br>Chairman                                                                                                                   | 50                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Thomas L Phillips<br>Board Member                                                                                                             | 20                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Peter Herschend<br>Board Member                                                                                                               | 10                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Raymond Lee<br>Board Member                                                                                                                   | 10                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Roberto Miranda<br>Board Member                                                                                                               | 10                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Bradford H Warner<br>Board Member                                                                                                             | 20                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Mary Shahian<br>Board Member                                                                                                                  | 150                                                                                        | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Daniel Cho<br>Board member                                                                                                                    | 20                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Lisa Forkner<br>Board Member                                                                                                                  | 10                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Joseph Krivickas<br>Board Member                                                                                                              | 20                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Samuel Schreiner III<br>Board member                                                                                                          | 10                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Aaron Shin<br>Board member                                                                                                                    | 10                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Carrie Tibbles MD<br>Board member                                                                                                             | 10                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Kirk Ware<br>Board Member                                                                                                                     | 10                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| David Beatty<br>Board Member                                                                                                                  | 10                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Laura Fastie-Grapshi<br>Board Member                                                                                                          | 10                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Gordon Hall<br>Board Member                                                                                                                   | 10                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Cherie Harder<br>Board Member                                                                                                                 | 10                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Bronwyn E Loring<br>Assistant Clerk                                                                                                           | 50                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |

| Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors |                                                                                            |                                                                                                           |                       |         |              |                              |        |                                                                      |                                                                           |                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------|---------|--------------|------------------------------|--------|----------------------------------------------------------------------|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| (A)<br>Name and Title                                                                                                                         | (B)<br>Average hours per week (list any hours for related organizations below dotted line) | (C)<br>Position (do not check more than one box, unless person is both an officer and a director/trustee) |                       |         |              |                              |        | (D)<br>Reportable compensation from the organization (W-2/1099-MISC) | (E)<br>Reportable compensation from related organizations (W-2/1099-MISC) | (F)<br>Estimated amount of other compensation from the organization and related organizations |
|                                                                                                                                               |                                                                                            | Individual trustee or director                                                                            | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former |                                                                      |                                                                           |                                                                                               |
| David Cameron<br>Board Member                                                                                                                 | 10                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Dr Marla Frederck<br>Board Member                                                                                                             | 10                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Santiago Sedaca<br>Board Member                                                                                                               | 10                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Myron Ullman<br>Board Member                                                                                                                  | 10                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| Timothy Breene<br>Board Member                                                                                                                | 10                                                                                         | X                                                                                                         |                       |         |              |                              |        | 0                                                                    | 0                                                                         | 0                                                                                             |
| D Michael Lindsay<br>President                                                                                                                | 600                                                                                        |                                                                                                           |                       | X       |              |                              |        | 285,868                                                              | 0                                                                         | 70,894                                                                                        |
| Michael Ahearn<br>VP for Finance and Administration                                                                                           | 600                                                                                        |                                                                                                           |                       | X       |              |                              |        | 145,926                                                              | 0                                                                         | 10,217                                                                                        |
| Daniel Tyman<br>Executive Vice President                                                                                                      | 600                                                                                        |                                                                                                           |                       | X       |              |                              |        | 140,960                                                              | 0                                                                         | 25,792                                                                                        |
| Mark Sargent<br>Former Provost                                                                                                                | 600                                                                                        |                                                                                                           |                       | X       |              |                              |        | 51,857                                                               | 0                                                                         | 7,981                                                                                         |
| Janel Curry<br>Provost                                                                                                                        | 600                                                                                        |                                                                                                           |                       | X       |              |                              |        | 62,152                                                               | 0                                                                         | 9,752                                                                                         |
| Stanley Gaede<br>Scholar in Residence                                                                                                         | 600                                                                                        |                                                                                                           |                       |         |              | X                            |        | 110,694                                                              | 0                                                                         | 21,359                                                                                        |
| Barry Loy<br>Vice President for Student Life                                                                                                  | 600                                                                                        |                                                                                                           |                       |         |              | X                            |        | 129,625                                                              | 0                                                                         | 23,588                                                                                        |
| L Daniel Russ<br>Academic Dean                                                                                                                | 600                                                                                        |                                                                                                           |                       |         |              | X                            |        | 122,448                                                              | 0                                                                         | 13,371                                                                                        |
| C Thomas Brooks<br>Professor of Music                                                                                                         | 600                                                                                        |                                                                                                           |                       |         |              | X                            |        | 104,622                                                              | 0                                                                         | 5,786                                                                                         |
| Richard Sweeney<br>Vice President of Marketing and Communications                                                                             | 600                                                                                        |                                                                                                           |                       |         |              | X                            |        | 111,523                                                              | 0                                                                         | 22,491                                                                                        |
| R Judson Carlberg<br>President Emeritus                                                                                                       | 400                                                                                        |                                                                                                           |                       |         |              |                              | X      | 138,126                                                              | 0                                                                         | 17,784                                                                                        |

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

2012

Open to Public Inspection

|                                            |                                              |
|--------------------------------------------|----------------------------------------------|
| Name of the organization<br>GORDON COLLEGE | Employer identification number<br>04-2104258 |
|--------------------------------------------|----------------------------------------------|

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 described in **section 170(b)(1)(A)(i).**
- 2

☒

A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E )
- 3

☐

A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 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<sup>1</sup>/<sub>3</sub>% 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<sup>1</sup>/<sub>3</sub>% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2).** (Complete Part III )
- 10

☐

An organization organized and operated exclusively to test for public safety See **section 509(a)(4).**
- 11

☐

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

a

☐

Type I 

b

☐

Type II 

c

☐

Type III - Functionally integrated 

d

☐

Type III - Non-functionally integrated
- 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 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 monetary support |
|------------------------------------|----------|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------|----|-----------------------------------------------------------------|----|------------------------------------------------------------|----|----------------------------------|
|                                    |          |                                                                                              | Yes                                                                    | No | Yes                                                             | No | Yes                                                        | No |                                  |
|                                    |          |                                                                                              |                                                                        |    |                                                                 |    |                                                            |    |                                  |
|                                    |          |                                                                                              |                                                                        |    |                                                                 |    |                                                            |    |                                  |
| Total                              |          |                                                                                              |                                                                        |    |                                                                 |    |                                                            |    |                                  |
- For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990EZ.

Cat No 11285F

Schedule A (Form 990 or 990-EZ) 2012

Part II

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

| Section A. Public Support                                                                                                                                                                             |          |          |          |          |          |           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|-----------|
| Calendar year (or fiscal year beginning in) ▶                                                                                                                                                         | (a) 2008 | (b) 2009 | (c) 2010 | (d) 2011 | (e) 2012 | (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) 2008 | (b) 2009 | (c) 2010 | (d) 2011 | (e) 2012 | (f) Total |
| 7 Amounts from line 4                                                                                                                                                                |          |          |          |          |          |           |
| 8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources                                                     |          |          |          |          |          |           |
| 9 Net income from unrelated business activities, whether or not the business is regularly carried on                                                                                 |          |          |          |          |          |           |
| 10 Other income Do not include gain or loss from the sale of capital assets (Explain in Part IV )                                                                                    |          |          |          |          |          |           |
| 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 2012 (line 6, column (f) divided by line 11, column (f))                                                                                                                                                                                                                                                                                                   | 14 |  |   |
| 15 Public support percentage for 2011 Schedule A, Part II, line 14                                                                                                                                                                                                                                                                                                                          | 15 |  |   |
| 16a 33 1/3% support test—2012. 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—2011. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization                                                                                                                                                                       |    |  | ▶ |
| 17a 10%-facts-and-circumstances test—2012. 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—2011. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization |    |  | ▶ |
| 18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions                                                                                                                                                                                                                                                       |    |  | ▶ |

Part IIISupport Schedule for Organizations Described in Section 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) 2008 | (b) 2009 | (c) 2010 | (d) 2011 | (e) 2012 | (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) 2008 | (b) 2009 | (c) 2010 | (d) 2011 | (e) 2012 | (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 2012 (line 8, column (f) divided by line 13, column (f)) | 15 |  |
| 16 Public support percentage from 2011 Schedule A, Part III, line 15                      | 16 |  |

| Section D. Computation of Investment Income Percentage                                                                                                                                                                                                               |    |  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|--|
| 17 Investment income percentage for 2012 (line 10c, column (f) divided by line 13, column (f))                                                                                                                                                                       | 17 |  |
| 18 Investment income percentage from 2011 Schedule A, Part III, line 17                                                                                                                                                                                              | 18 |  |
| 19a 33 1/3% support tests—2012. 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—2011. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and stop here. The organization qualifies as a publicly supported organization ▶ |    |  |
| 20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ▶                                                                                                                                        |    |  |

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

|                              |
|------------------------------|
| Facts And Circumstances Test |
|                              |

|             |
|-------------|
| Explanation |
|             |
|             |
|             |
|             |

SCHEDULE C

(Form 990 or 990-EZ)

Department of the Treasury  
Internal Revenue Service

Political Campaign and Lobbying Activities

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

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

OMB No 1545-0047

2012

Open to Public Inspection

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

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

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

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

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

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

|                                            |                                                  |
|--------------------------------------------|--------------------------------------------------|
| Name of the organization<br>GORDON COLLEGE | Employer identification number<br><br>04-2104258 |
|--------------------------------------------|--------------------------------------------------|

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

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

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

|    |                                                                                         |                                                          |
|----|-----------------------------------------------------------------------------------------|----------------------------------------------------------|
| 1  | Enter the amount of any excise tax incurred by the organization under section 4955      | ▶ \$                                                     |
| 2  | Enter the amount of any excise tax incurred by organization managers under section 4955 | ▶ \$                                                     |
| 3  | If the organization incurred a section 4955 tax, did it file Form 4720 for this year?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 4a | Was a correction made?                                                                  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| b  | If “Yes,” describe in Part IV                                                           |                                                          |

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

|   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                          |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| 1 | Enter the amount directly expended by the filing organization for section 527 exempt function activities                                                                                                                                                                                                                                                                                                                                                                                                                                | ▶ \$                                                     |
| 2 | Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities                                                                                                                                                                                                                                                                                                                                                                                                       | ▶ \$                                                     |
| 3 | Total exempt function expenditures Add lines 1 and 2 Enter here and on Form 1120-POL, line 17b                                                                                                                                                                                                                                                                                                                                                                                                                                          | ▶ \$                                                     |
| 4 | Did the filing organization file Form 1120-POL for this year?                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 5 | Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments For each organization listed, enter the amount paid from the filing organization’s funds Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC) If additional space is needed, provide information in Part IV |                                                          |

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

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

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

| Limits on Lobbying Expenditures<br>(The term "expenditures" means amounts paid or incurred.)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                   | (a) Filing organization's totals                         | (b) Affiliated group totals               |                    |                              |                                         |                                                 |                                           |                                                   |                                            |                                                  |                   |             |  |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------|--------------------|------------------------------|-----------------------------------------|-------------------------------------------------|-------------------------------------------|---------------------------------------------------|--------------------------------------------|--------------------------------------------------|-------------------|-------------|--|--|
| <b>1a</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Total lobbying expenditures to influence public opinion (grass roots lobbying)                                                                    | 0                                                        |                                           |                    |                              |                                         |                                                 |                                           |                                                   |                                            |                                                  |                   |             |  |  |
| <b>b</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Total lobbying expenditures to influence a legislative body (direct lobbying)                                                                     | 0                                                        |                                           |                    |                              |                                         |                                                 |                                           |                                                   |                                            |                                                  |                   |             |  |  |
| <b>c</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Total lobbying expenditures (add lines 1a and 1b)                                                                                                 | 0                                                        |                                           |                    |                              |                                         |                                                 |                                           |                                                   |                                            |                                                  |                   |             |  |  |
| <b>d</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Other exempt purpose expenditures                                                                                                                 | 73,846,915                                               |                                           |                    |                              |                                         |                                                 |                                           |                                                   |                                            |                                                  |                   |             |  |  |
| <b>e</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Total exempt purpose expenditures (add lines 1c and 1d)                                                                                           | 73,846,915                                               |                                           |                    |                              |                                         |                                                 |                                           |                                                   |                                            |                                                  |                   |             |  |  |
| <b>f</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Lobbying nontaxable amount Enter the amount from the following table in both columns                                                              | 1,000,000                                                |                                           |                    |                              |                                         |                                                 |                                           |                                                   |                                            |                                                  |                   |             |  |  |
| <table><tr><td><b>If the amount on line 1e, column (a) or (b) is:</b></td><td><b>The lobbying nontaxable amount is:</b></td></tr><tr><td>Not over \$500,000</td><td>20% of the amount on line 1e</td></tr><tr><td>Over \$500,000 but not over \$1,000,000</td><td>\$100,000 plus 15% of the excess over \$500,000</td></tr><tr><td>Over \$1,000,000 but not over \$1,500,000</td><td>\$175,000 plus 10% of the excess over \$1,000,000</td></tr><tr><td>Over \$1,500,000 but not over \$17,000,000</td><td>\$225,000 plus 5% of the excess over \$1,500,000</td></tr><tr><td>Over \$17,000,000</td><td>\$1,000,000</td></tr></table> |                                                                                                                                                   | <b>If the amount on line 1e, column (a) or (b) is:</b>   | <b>The lobbying nontaxable amount is:</b> | Not over \$500,000 | 20% of the amount on line 1e | Over \$500,000 but not over \$1,000,000 | \$100,000 plus 15% of the excess over \$500,000 | Over \$1,000,000 but not over \$1,500,000 | \$175,000 plus 10% of the excess over \$1,000,000 | Over \$1,500,000 but not over \$17,000,000 | \$225,000 plus 5% of the excess over \$1,500,000 | Over \$17,000,000 | \$1,000,000 |  |  |
| <b>If the amount on line 1e, column (a) or (b) is:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>The lobbying nontaxable amount is:</b>                                                                                                         |                                                          |                                           |                    |                              |                                         |                                                 |                                           |                                                   |                                            |                                                  |                   |             |  |  |
| Not over \$500,000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 20% of the amount on line 1e                                                                                                                      |                                                          |                                           |                    |                              |                                         |                                                 |                                           |                                                   |                                            |                                                  |                   |             |  |  |
| Over \$500,000 but not over \$1,000,000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | \$100,000 plus 15% of the excess over \$500,000                                                                                                   |                                                          |                                           |                    |                              |                                         |                                                 |                                           |                                                   |                                            |                                                  |                   |             |  |  |
| Over \$1,000,000 but not over \$1,500,000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | \$175,000 plus 10% of the excess over \$1,000,000                                                                                                 |                                                          |                                           |                    |                              |                                         |                                                 |                                           |                                                   |                                            |                                                  |                   |             |  |  |
| Over \$1,500,000 but not over \$17,000,000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | \$225,000 plus 5% of the excess over \$1,500,000                                                                                                  |                                                          |                                           |                    |                              |                                         |                                                 |                                           |                                                   |                                            |                                                  |                   |             |  |  |
| Over \$17,000,000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | \$1,000,000                                                                                                                                       |                                                          |                                           |                    |                              |                                         |                                                 |                                           |                                                   |                                            |                                                  |                   |             |  |  |
| <b>g</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Grassroots nontaxable amount (enter 25% of line 1f)                                                                                               | 250,000                                                  |                                           |                    |                              |                                         |                                                 |                                           |                                                   |                                            |                                                  |                   |             |  |  |
| <b>h</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Subtract line 1g from line 1a If zero or less, enter -0-                                                                                          | 0                                                        |                                           |                    |                              |                                         |                                                 |                                           |                                                   |                                            |                                                  |                   |             |  |  |
| <b>i</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Subtract line 1f from line 1c If zero or less, enter -0-                                                                                          | 0                                                        |                                           |                    |                              |                                         |                                                 |                                           |                                                   |                                            |                                                  |                   |             |  |  |
| <b>j</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year? | <input type="checkbox"/> Yes <input type="checkbox"/> No |                                           |                    |                              |                                         |                                                 |                                           |                                                   |                                            |                                                  |                   |             |  |  |

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

| Lobbying Expenditures During 4-Year Averaging Period             |           |           |           |           |           |
|------------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|
| Calendar year (or fiscal year beginning in)                      | (a) 2009  | (b) 2010  | (c) 2011  | (d) 2012  | (e) Total |
| <b>2a</b> Lobbying nontaxable amount                             | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 4,000,000 |
| <b>b</b> Lobbying ceiling amount (150% of line 2a, column(e))    |           |           |           |           | 6,000,000 |
| <b>c</b> Total lobbying expenditures                             | 81,078    | 537       | 1,237     | 0         | 82,852    |
| <b>d</b> Grassroots nontaxable amount                            | 250,000   | 250,000   | 250,000   | 250,000   | 1,000,000 |
| <b>e</b> Grassroots ceiling amount (150% of line 2d, column (e)) |           |           |           |           | 1,500,000 |
| <b>f</b> Grassroots lobbying expenditures                        | 0         | 0         | 0         | 0         | 0         |

Part II-B

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

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

Part III-A

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

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

Part III-B

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

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

Part IV

Supplemental Information

Complete this part to provide the descriptions required for Part I-A, line 1, Part I-B, line 4, Part I-C, line 5, Part II-A (affiliated group list), Part II-A, line 2, and Part II-B, line 1. Also, complete this part for any additional information.

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

SCHEDULE D  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Supplemental Financial Statements

OMB No 1545-0047

2012

Open to Public Inspection

Name of the organization  
GORDON COLLEGE

Employer identification number  
04-2104258

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                                                                                                                                                                                                                                         | 0                                                                   | 1                            |
| 2 Aggregate contributions to (during year)                                                                                                                                                                                                                            | 0                                                                   | 0                            |
| 3 Aggregate grants from (during year)                                                                                                                                                                                                                                 | 0                                                                   | 0                            |
| 4 Aggregate value at end of year                                                                                                                                                                                                                                      | 0                                                                   | 58,079                       |
| 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?                                                            | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |                              |
| 6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> 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 education) ☐ Preservation of an historically important land area  
☐ Protection of natural habitat ☐ Preservation of a certified historic structure  
☐ Preservation of open space

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

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, and not on a historic structure listed in the National Register

|    | Held at the End of the Year |
|----|-----------------------------|
| 2a |                             |
| 2b |                             |
| 2c |                             |
| 2d |                             |

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

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

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

6 Staff and volunteer hours devoted to monitoring, inspecting, 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 section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

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

Part III

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

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

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

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

▶ \$ \_\_\_\_\_

(ii) Assets included in Form 990, Part X

▶ \$ \_\_\_\_\_

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

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

▶ \$ \_\_\_\_\_ 0

b Assets included in Form 990, Part X

▶ \$ \_\_\_\_\_ 0

Part III

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

- 3

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

a

☒ Public exhibition

b

☐ Scholarly research

c

☒ Preservation for future generations

d

☐ Loan or exchange programs

e

☐ Other
- 4

Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII
- 5

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

☐ Yes

☒ No

Part IV

Escrow and Custodial Arrangements. Complete if the organization answered "Yes" 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 XIII 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 XIII. Check here if the explanation has been provided in Part XIII

☒

Part V

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

|                                                            | (a)Current year | (b)Prior year | b (c)Two years back | (d)Three years back | (e)Four years back |
|------------------------------------------------------------|-----------------|---------------|---------------------|---------------------|--------------------|
| 1a Beginning of year balance . . . . .                     | 35,861,856      | 32,872,995    | 29,062,217          | 26,526,253          | 34,168,996         |
| b Contributions . . . . .                                  | 289,673         | 5,090,612     | 1,075,726           | 913,915             | 298,841            |
| c Net investment earnings, gains, and losses               | 3,213,517       | -694,943      | 4,071,953           | 3,072,574           | -6,886,186         |
| d Grants or scholarships . . . . .                         | 998,888         | 792,960       | 751,459             | 903,807             | 740,711            |
| e Other expenditures for facilities and programs . . . . . | 427,229         | 613,848       | 585,442             | 546,718             | 314,687            |
| f Administrative expenses . . . . .                        | 0               | 0             | 0                   | 0                   | 0                  |
| g End of year balance . . . . .                            | 37,938,929      | 35,861,856    | 32,872,995          | 29,062,217          | 26,526,253         |

- 2

Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as

a

Board designated or quasi-endowment ▶ 14 674 %

b

Permanent endowment ▶ 79 747 %

c

Temporarily restricted endowment ▶ 5 579 %

The percentages in lines 2a, 2b, and 2c should equal 100%
- 3a

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

(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 XIII 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 . . . . .                                                                                          | 5,052                                | 1,194,072                       |                              | 1,199,124      |
| b Buildings . . . . .                                                                                      | 0                                    | 117,932,607                     | 56,914,366                   | 61,018,241     |
| c Leasehold improvements . . . . .                                                                         | 0                                    | 0                               | 0                            | 0              |
| d Equipment . . . . .                                                                                      | 0                                    | 24,852,313                      | 21,592,732                   | 3,259,581      |
| e Other . . . . .                                                                                          | 0                                    | 11,016,576                      | 9,372,018                    | 1,644,558      |
| Total. Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c).) . . . . . |                                      |                                 |                              | 67,121,504     |



| Part XIReconciliation of Revenue per Audited Financial Statements With Revenue per Return |                                                                                          |    |            |            |
|-------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|----|------------|------------|
| 1                                                                                         | Total revenue, gains, and other support per audited financial statements . . . . .       |    | 1          | 57,410,223 |
| 2                                                                                         | Amounts included on line 1 but not on Form 990, Part VIII, line 12                       |    |            |            |
| a                                                                                         | Net unrealized gains on investments . . . . .                                            | 2a | 2,597,835  |            |
| b                                                                                         | Donated services and use of facilities . . . . .                                         | 2b | 0          |            |
| c                                                                                         | Recoveries of prior year grants . . . . .                                                | 2c | 0          |            |
| d                                                                                         | Other (Describe in Part XIII ) . . . . .                                                 | 2d | 295,441    |            |
| e                                                                                         | Add lines 2a through 2d . . . . .                                                        |    | 2e         | 2,893,276  |
| 3                                                                                         | Subtract line 2e from line 1 . . . . .                                                   |    | 3          | 54,516,947 |
| 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 | 165,239    |            |
| b                                                                                         | Other (Describe in Part XIII ) . . . . .                                                 | 4b | 19,022,299 |            |
| c                                                                                         | Add lines 4a and 4b . . . . .                                                            |    | 4c         | 19,187,538 |
| 5                                                                                         | Total revenue Add lines 3 and 4c. (This must equal Form 990, Part I, line 12 ) . . . . . |    | 5          | 73,704,485 |

| Part XIIReconciliation of Expenses per Audited Financial Statements With Expenses per Return |                                                                                           |    |            |            |
|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|----|------------|------------|
| 1                                                                                            | Total expenses and losses per audited financial statements . . . . .                      |    | 1          | 55,519,603 |
| 2                                                                                            | Amounts included on line 1 but not on Form 990, Part IX, line 25                          |    |            |            |
| a                                                                                            | Donated services and use of facilities . . . . .                                          | 2a | 0          |            |
| b                                                                                            | Prior year adjustments . . . . .                                                          | 2b | 0          |            |
| c                                                                                            | Other losses . . . . .                                                                    | 2c | 0          |            |
| d                                                                                            | Other (Describe in Part XIII ) . . . . .                                                  | 2d | 488,659    |            |
| e                                                                                            | Add lines 2a through 2d . . . . .                                                         |    | 2e         | 488,659    |
| 3                                                                                            | Subtract line 2e from line 1 . . . . .                                                    |    | 3          | 55,030,944 |
| 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 | 165,239    |            |
| b                                                                                            | Other (Describe in Part XIII ) . . . . .                                                  | 4b | 21,420,394 |            |
| c                                                                                            | Add lines 4a and 4b . . . . .                                                             |    | 4c         | 21,585,633 |
| 5                                                                                            | Total expenses Add lines 3 and 4c. (This must equal Form 990, Part I, line 18 ) . . . . . |    | 5          | 76,616,577 |

Part XIIISupplemental 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, line 2, Part XI, lines 2d and 4b, and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

| Identifier        | Return Reference              | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SchD_P03_S00_L01  | Schedule D, Part III, Line 1  | The collections, which were acquired through purchases and contributions since the College's inception, are not recognized as assets on the statement of financial position. Purchases of collection items are recorded as decreases in unrestricted net assets in the year in which the items are acquired, or as temporarily or permanently restricted net assets if the assets used to purchase the items are restricted by donors. Contributed collection items are not reflected on the financial statements. Proceeds from deaccessions or insurance recoveries are reflected as increases in the appropriate net asset classes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| SchD_P03_S00_L04  | Schedule D, Part III, Line 4  | Occasionally the College receives gifts of art or collectibles which are put on display in various buildings throughout the campus. We also maintain library archives of College historical documents and book collections kept for posterity.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| SchD_P04_S00_L02b | Schedule D, Part IV, Line 2b  | The College maintains custodial or "pass through" accounts for Federal student loans, Pell grant and state grants. Funds are held in these accounts until distributed to individual students. The College also maintains custodial accounts for student government and student ministry groups and activities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| SchD_P05_S00_L04  | Schedule D, Part V, Line 4    | The intended use of endowment funds is driven by donor restrictions on our endowments. Approximately 70% of appropriated revenues this year were in scholarship awards. 17% of revenues supported general activities and physical plant. The remaining 13% was allocated to instructional activities and academic support programs. Distributions of income are made using a total return method. We use a spending rate of 5% of the 3 year rolling average of the fair market value of the investments.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| SchD_P10_S00_L02  | Schedule D, Part X, Line 2    | FIN 48 Footnote. The College is recognized as an organization exempt from income tax under Section 501(c)(3) of the Internal Revenue Code. However, certain activities of exempt organizations, to the extent profitable, may be subject to federal and state taxation as unrelated business income. Accordingly, no provision for income taxes has been made in these financial statements. The College recognizes the financial statement benefit of a tax position only after determining that the relevant tax authority would more likely than not sustain the position following an audit. For tax positions meeting the more-likely-than-not threshold, the amount recognized in the financial statements is the largest benefit that has a greater than 50 percent likelihood of being realized upon ultimate settlement with the relevant tax authority. The College has applied this more-likely-than-not threshold to all tax positions for which the statute of limitations remained open and determined there were no material unrecognized tax benefits as of that date. In addition there have been no material changes in unrecognized benefits since adoption. It is the College's policy to record estimated interest and penalties (if any) as part of management and general expense. Management believes that the College's income tax returns for fiscal years 2009 and prior are no longer subject to examination by taxing authorities. |
| SchD_P11_S00_L02d | Schedule D, Part XI, Line 2d  | This figure includes the FWS apportionment budget allocation of 188,033 included in income on the financial statements, special events expenses of 104,623 included in expense on the financial statements and homecoming on-line payments of \$2,785.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| SchD_P11_S00_L04b | Schedule D, Part XI, Line 4b  | Included here are scholarships and grants of 18,614,405 treated as tuition discount on the financial statements, FSEOG and FWS of 407,893 treated as pass through activity on the financial statements and not reflected in income and a rounding issue of \$1.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| SchD_P12_S00_L02d | Schedule D, Part XII, Line 2d | This figure includes FWS apportionment budget allocation of 188,033 included in income on the financial statements, special events expenses of 104,623 included in expense on the financial statements, change in fair value of split interest agreements of 193,218, homecoming on-line payments of \$2,785.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| SchD_P12_S00_L04b | Schedule D, Part XII, Line 4b | Included here are scholarships and grants of 18,614,405 treated as tuition discount on the financial statements, FSEOG and FWS of 407,893 treated as pass through activity on the financial statements and not reflected in expense, change in fair value of interest rate swap agreements of \$2,398,096.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

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

2012

Open to Public Inspection

Name of the organization  
GORDON COLLEGE

Employer identification number  
04-2104258

Part I

|                                                                                                                                                                                                                                                                                                                                                                                                              |        |    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----|
|                                                                                                                                                                                                                                                                                                                                                                                                              | YES    | NO |
| 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?                                                                                                                                                                                                                  | 1 Yes  |    |
| 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?                                                                                                                                                         | 2 Yes  |    |
| 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 | 3      | No |
|                                                                                                                                                                                                                                                                                                                                                                                                              |        |    |
|                                                                                                                                                                                                                                                                                                                                                                                                              |        |    |
|                                                                                                                                                                                                                                                                                                                                                                                                              |        |    |
| 4 Does the organization maintain the following?                                                                                                                                                                                                                                                                                                                                                              | 4a Yes |    |
| a Records indicating the racial composition of the student body, faculty, and administrative staff?                                                                                                                                                                                                                                                                                                          | 4b Yes |    |
| b Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?                                                                                                                                                                                                                                                                                    | 4c Yes |    |
| c Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?                                                                                                                                                                                                                                            | 4d Yes |    |
| 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                                                                                                                                                                                                                                                                                                                                      | 5a     | No |
| a Students' rights or privileges?                                                                                                                                                                                                                                                                                                                                                                            | 5b     | No |
| b Admissions policies?                                                                                                                                                                                                                                                                                                                                                                                       | 5c     | No |
| c Employment of faculty or administrative staff?                                                                                                                                                                                                                                                                                                                                                             | 5d     | No |
| d Scholarships or other financial assistance?                                                                                                                                                                                                                                                                                                                                                                | 5e     | No |
| e Educational policies?                                                                                                                                                                                                                                                                                                                                                                                      | 5f     | No |
| f Use of facilities?                                                                                                                                                                                                                                                                                                                                                                                         | 5g     | No |
| g Athletic programs?                                                                                                                                                                                                                                                                                                                                                                                         | 5h     | No |
| 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?                                                                                                                                                                                                                                                                                                                 | 6a Yes |    |
| b Has the organization's right to such aid ever been revoked or suspended?                                                                                                                                                                                                                                                                                                                                   | 6b     | No |
| 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                                                                                                                                                                                        | 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SchE_P01_S00_L03 | Schedule E, Part I, Line 3 | We draw a substantial percentage of our students from New England and the northeastern States but also draw students nationally and worldwide. We follow a racially nondiscriminatory policy as to our students. Because of this, we believe that the publicity requirement is satisfied by complying with section 4 02. Because we are an interdenominational Christian college, our market appeal is to a smaller segment of the general population. Given the technology available today, we have invested in our web site as the way to reach the most students. Our promotional activities and recruiting efforts in each geographic area are designed to inform students of all racial segments interested in a Christian college of the availability of Gordon College. |
| SchE_P01_S00_L06 | Schedule E, Part I, Line 6 | Gordon College receives Title IV funds for aid to students from the Department of Education for Federal Work Study, FSEOG, Federal Pell grant and other Federal student aid grant programs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

SCHEDULE F  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Statement of Activities Outside the United States

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

OMB No 1545-0047

2012

Open to Public  
Inspection

Name of the organization  
GORDON COLLEGE

Employer identification number  
04-2104258

Part I

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

- 1 For grantmakers. Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? . . . . . ☒ Yes ☐ No
- 2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of grant funds outside the United States.
- 3 Activites per Region (The following Part I, line 3 table can be duplicated if additional space is needed )

| (a) Region                                 | (b) Number of offices in the region | (c) Number of employees, agents, and independent contractors in region | (d) Activities conducted in region (by type) (e g , fundraising, program services, investments, grants to recipients located in the region) | (e) If activity listed in (d) is a program service, describe specific type of service(s) in region | (f) Total expenditures for and investments in region |
|--------------------------------------------|-------------------------------------|------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|------------------------------------------------------|
| See Add'l Data                             |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
|                                            |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
| 3a Sub-total                               |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
| b Total from continuation sheets to Part I |                                     |                                                                        |                                                                                                                                             |                                                                                                    |                                                      |
| c Totals (add lines 3a and 3b)             | 1                                   | 10                                                                     |                                                                                                                                             |                                                                                                    | 3,812,185                                            |

**Part II**

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

| 1 | (a) Name of organization | (b) IRS code section and EIN (if applicable) | (c) Region | (d) Purpose of grant | (e) Amount of cash grant | (f) Manner of cash disbursement | (g) Amount of non-cash assistance | (h) Description of non-cash assistance | (i) Method of valuation (book, FMV, appraisal, other) |
|---|--------------------------|----------------------------------------------|------------|----------------------|--------------------------|---------------------------------|-----------------------------------|----------------------------------------|-------------------------------------------------------|
|   |                          |                                              |            |                      |                          |                                 |                                   |                                        |                                                       |
|   |                          |                                              |            |                      |                          |                                 |                                   |                                        |                                                       |
|   |                          |                                              |            |                      |                          |                                 |                                   |                                        |                                                       |
|   |                          |                                              |            |                      |                          |                                 |                                   |                                        |                                                       |

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

Part IIIGrants and Other Assistance to Individuals Outside the United States. Complete if the organization answered "Yes" to Form 990, Part IV, line 16. Part III can be duplicated 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) |
|---------------------------------|------------------------------------------------------------------------|--------------------------|--------------------------|---------------------------------|-----------------------------------|----------------------------------------|-------------------------------------------------------|
| Scholarships and Grants         | Europe (including Iceland and Greenland)                               | 6                        | 85,830                   | credit to student bill          | 0                                 |                                        |                                                       |
| Scholarships and Grants         | Central America and the Caribbean                                      | 8                        | 167,640                  | credit to student bill          | 0                                 |                                        |                                                       |
| Scholarships and Grants         | South Asia                                                             | 6                        | 137,000                  | credit to student bill          | 0                                 |                                        |                                                       |
| Scholarships and Grants         | Sub-Saharan Africa                                                     | 7                        | 153,500                  | credit to student bill          | 0                                 |                                        |                                                       |
| Scholarships and Grants         | East Asia and the Pacific                                              | 40                       | 911,885                  | credit to student bill          |                                   |                                        |                                                       |
| Scholarships and Grants         | North America (including Canada and Mexico, but not the United States) | 5                        | 92,706                   | credit to student bill          | 0                                 |                                        |                                                       |
| Scholarships and Grants         | South America                                                          | 3                        | 37,450                   | credit to student bill          | 0                                 |                                        |                                                       |
| Scholarships and Grants         | Russia and the newly independent States                                | 1                        | 13,500                   | credit to student bill          | 0                                 |                                        |                                                       |
|                                 |                                                                        |                          |                          |                                 |                                   |                                        |                                                       |
|                                 |                                                                        |                          |                          |                                 |                                   |                                        |                                                       |
|                                 |                                                                        |                          |                          |                                 |                                   |                                        |                                                       |
|                                 |                                                                        |                          |                          |                                 |                                   |                                        |                                                       |
|                                 |                                                                        |                          |                          |                                 |                                   |                                        |                                                       |
|                                 |                                                                        |                          |                          |                                 |                                   |                                        |                                                       |
|                                 |                                                                        |                          |                          |                                 |                                   |                                        |                                                       |
|                                 |                                                                        |                          |                          |                                 |                                   |                                        |                                                       |
|                                 |                                                                        |                          |                          |                                 |                                   |                                        |                                                       |
|                                 |                                                                        |                          |                          |                                 |                                   |                                        |                                                       |
|                                 |                                                                        |                          |                          |                                 |                                   |                                        |                                                       |
|                                 |                                                                        |                          |                          |                                 |                                   |                                        |                                                       |
|                                 |                                                                        |                          |                          |                                 |                                   |                                        |                                                       |
|                                 |                                                                        |                          |                          |                                 |                                   |                                        |                                                       |

**Part IV Foreign Forms**

- 1

Was the organization a U S transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)*

☐ Yes

☒ No
- 2

Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A)*

☐ 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

Complete this part to provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information (see instructions).

[illegible]

Additional Data

Software ID: 12000197  
Software Version: v1.00  
EIN: 04-2104258  
Name: GORDON COLLEGE

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

| (a) Region                               | (b) Number of offices in the region | (c) Number of employees or agents in region | (d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region) | (e) If activity listed in (d) is a program service, describe specific type of service(s) in region                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | (f) Total expenditures for region |
|------------------------------------------|-------------------------------------|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| Europe (including Iceland and Greenland) | 1                                   | 10                                          | Program Services                                                                                                               | We offer semester based programs in Italy and France Expenditures are reported using accrual based accounting Employee compensation is processed through our campus payroll system Other program costs are managed by the Program Director (Italy) and the coordinator (France) Funds are wired periodically at the request of program leaders and approved by the Global Education administrator The program leaders pay local expenses Expense documentation is submitted to Controller's Office for review Costs recorded at the time of the wires are for tuition, room, board and incidentals of students International Seminar courses are run for 2-4 week periods on a subject related to that country In country expenses are for food, lodging, transportation and entrance fees Expenses must be documented and submitted to the Controller's Office The Global Ed Office also approves students to attend non-Gordon programs at other organizations or foreign colleges/universities Funds are sent directly | 1,281,596                         |
| Europe (including Iceland and Greenland) | 0                                   | 0                                           | Program Services                                                                                                               | Missions and service learning trips Goal of trips is to help students serve overseas for a period of time ranging from 3-10 weeks over semester or summer breaks They are student led/staff advised In country costs are for food, housing, transportation and service project expenses Where possible, funds are wired for these costs based on approvals from the Dean of Chapel Per Diem advances based on State Department rates are issued to trip leaders to pay in country costs Trip leaders must document the expenses with detailed itineraries and have approval from the Dean of Chapel                                                                                                                                                                                                                                                                                                                                                                                                                       | 57,015                            |
| Europe (including Iceland and Greenland) | 0                                   | 0                                           | Fundraising                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 112,701                           |

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

| (a) Region                        | (b) Number of offices in the region | (c) Number of employees or agents in region | (d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region) | (e) If activity listed in (d) is a program service, describe specific type of service(s) in region                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | (f) Total expenditures for region |
|-----------------------------------|-------------------------------------|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| Central America and the Caribbean | 0                                   | 0                                           | Program Services                                                                                                               | The Global Education Office approves students to attend non-Gordon programs at other organizations or foreign colleges or universities Funds are sent on behalf of those students directly to those programs                                                                                                                                                                                                                                                                                                                                                                                        | 34,996                            |
| Central America and the Caribbean | 0                                   | 0                                           | Program Services                                                                                                               | Missions and service learning trips Goal of trips is to help students serve overseas for a period of time ranging from 3-10 weeks over semester or summer breaks They are student led/staff advised In country costs are for food, housing, transportation and service project expenses Where possible, funds are wired for these costs based on approvals from the Dean of Chapel Per Diem advances based on State Department rates are issued to trip leaders to pay in country costs Trip leaders must document the expenses with detailed itineraries and have approval from the Dean of Chapel | 90,557                            |
| South Asia                        | 0                                   | 0                                           | Program Services                                                                                                               | The Global Education Office approves students to attend non-Gordon programs at other organizations or foreign colleges or universities Funds are sent on behalf of those students directly to those programs                                                                                                                                                                                                                                                                                                                                                                                        | 31,711                            |

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

| (a) Region                   | (b) Number of offices in the region | (c) Number of employees or agents in region | (d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region) | (e) If activity listed in (d) is a program service, describe specific type of service(s) in region                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | (f) Total expenditures for region |
|------------------------------|-------------------------------------|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| South Asia                   | 0                                   | 0                                           | Program Services                                                                                                               | Missions and service learning trips Goal of trips is to help students serve overseas for a period of time ranging from 3-10 weeks over semester or summer breaks They are student led/staff advised In country costs are for food, housing, transportation and service project expenses Where possible, funds are wired for these costs based on approvals from the Dean of Chapel Per Diem advances based on State Department rates are issued to trip leaders to pay in country costs Trip leaders must document the expenses with detailed itineraries and have approval from the Dean of Chapel | 38,175                            |
| Middle East and North Africa | 0                                   | 0                                           | Program Services                                                                                                               | The Global Education Office approves students to attend non-Gordon programs at other organizations or foreign colleges or universities Funds are sent on behalf of those students directly to those programs                                                                                                                                                                                                                                                                                                                                                                                        | 21,762                            |
| Sub-Saharan Africa           | 0                                   | 0                                           | Program Services                                                                                                               | The Global Education Office approves students to attend non-Gordon programs at other organizations or foreign colleges or universities Funds are sent on behalf of those students directly to those programs                                                                                                                                                                                                                                                                                                                                                                                        | 54,119                            |

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 |
|---------------------------|-------------------------------------|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| Sub-Saharan Africa        | 0                                   | 0                                           | Program Services                                                                                                               | Missions and service learning trips Goal of trips is to help students serve overseas for a period of time ranging from 3-10 weeks over semester or summer breaks They are student led/staff advised In country costs are for food, housing, transportation and service project expenses Where possible, funds are wired for these costs based on approvals from the Dean of Chapel Per Diem advances based on State Department rates are issued to trip leaders to pay in country costs Trip leaders must document the expenses with detailed itineraries and have approval from the Dean of Chapel | 36,382                            |
| East Asia and the Pacific | 0                                   | 0                                           | Program Services                                                                                                               | The Global Education Office approves students to attend non-Gordon programs at other organizations or foreign colleges or universities Funds are sent on behalf of those students directly to those programs                                                                                                                                                                                                                                                                                                                                                                                        | 220,482                           |
| East Asia and the Pacific | 0                                   | 0                                           | Program Services                                                                                                               | Missions and service learning trips Goal of trips is to help students serve overseas for a period of time ranging from 3-10 weeks over semester or summer breaks They are student led/staff advised In country costs are for food, housing, transportation and service project expenses Where possible, funds are wired for these costs based on approvals from the Dean of Chapel Per Diem advances based on State Department rates are issued to trip leaders to pay in country costs Trip leaders must document the expenses with detailed itineraries and have approval from the Dean of Chapel | 27,955                            |

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

| (a) Region                                                             | (b) Number of offices in the region | (c) Number of employees or agents in region | (d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region) | (e) If activity listed in (d) is a program service, describe specific type of service(s) in region                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | (f) Total expenditures for region |
|------------------------------------------------------------------------|-------------------------------------|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| East Asia and the Pacific                                              | 0                                   | 0                                           | Program Services                                                                                                               | The President traveled to China and Korea for admissions recruitment efforts and instructional program development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 39,988                            |
| North America (including Canada and Mexico, but not the United States) | 0                                   | 0                                           | Program Services                                                                                                               | Missions and service learning trips Goal of trips is to help students serve overseas for a period of time ranging from 3-10 weeks over semester or summer breaks They are student led/staff advised In country costs are for food, housing, transportation and service project expenses Where possible, funds are wired for these costs based on approvals from the Dean of Chapel Per Diem advances based on State Department rates are issued to trip leaders to pay in country costs Trip leaders must document the expenses with detailed itineraries and have approval from the Dean of Chapel | 18,438                            |
| South America                                                          | 0                                   | 0                                           | Program Services                                                                                                               | The Global Education Office approves students to attend non-Gordon programs at other organizations or foreign colleges or universities Funds are sent on behalf of those students directly to those programs                                                                                                                                                                                                                                                                                                                                                                                        | 132,465                           |

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

| (a) Region                               | (b) Number of offices in the region | (c) Number of employees or agents in region | (d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region) | (e) If activity listed in (d) is a program service, describe specific type of service (s) in region       | (f) Total expenditures for region |
|------------------------------------------|-------------------------------------|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------------|
| South America                            | 0                                   | 0                                           | Program Services                                                                                                               | The President traveled to Brazil for admissions recruitment efforts and instructional program development | 14,332                            |
| Europe (including Iceland and Greenland) | 0                                   | 0                                           | Grantmaking                                                                                                                    |                                                                                                           | 85,830                            |
| Central America and the Caribbean        | 0                                   | 0                                           | Grantmaking                                                                                                                    |                                                                                                           | 167,640                           |

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

| (a) Region                | (b) Number of offices in the region | (c) Number of employees or agents in region | (d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region) | (e) If activity listed in (d) is a program service, describe specific type of service (s) in region | (f) Total expenditures for region |
|---------------------------|-------------------------------------|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-----------------------------------|
| South Asia                | 0                                   | 0                                           | Grantmaking                                                                                                                    |                                                                                                     | 137,000                           |
| Sub-Saharan Africa        | 0                                   | 0                                           | Grantmaking                                                                                                                    |                                                                                                     | 153,500                           |
| East Asia and the Pacific | 0                                   | 0                                           | Grantmaking                                                                                                                    |                                                                                                     | 911,885                           |

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

| (a) Region                                                             | (b) Number of offices in the region | (c) Number of employees or agents in region | (d) Activities conducted in region (by type) (i e , fundraising, program services, grants to recipients located in the region) | (e) If activity listed in (d) is a program service, describe specific type of service (s) in region | (f) Total expenditures for region |
|------------------------------------------------------------------------|-------------------------------------|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-----------------------------------|
| North America (including Canada and Mexico, but not the United States) | 0                                   | 0                                           | Grantmaking                                                                                                                    |                                                                                                     | 92,706                            |
| South America                                                          | 0                                   | 0                                           | Grantmaking                                                                                                                    |                                                                                                     | 37,450                            |
| Russia and the newly independent States                                | 0                                   | 0                                           | Grantmaking                                                                                                                    |                                                                                                     | 13,500                            |



Part II Fundraising Events. Complete if the organization answered "Yes" to Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

| Revenue         |                                            | (a) Event #1                                                           | (b) Event #2                 | (c) Other events | (d) Total events              |           |
|-----------------|--------------------------------------------|------------------------------------------------------------------------|------------------------------|------------------|-------------------------------|-----------|
|                 |                                            | Celebration of Faithful Leadership                                     | Business Leader Breakfast #1 | 3                | (add col (a) through col (c)) |           |
|                 |                                            | (event type)                                                           | (event type)                 | (total number)   |                               |           |
|                 |                                            |                                                                        |                              |                  |                               |           |
| 1               | Gross receipts . . . .                     | 456,097                                                                | 34,500                       | 29,000           | 519,597                       |           |
| 2               | Less Contributions . . .                   | 442,092                                                                | 29,057                       | 24,160           | 495,309                       |           |
| 3               | Gross income (line 1 minus line 2) . . . . | 14,005                                                                 | 5,443                        | 4,840            | 24,288                        |           |
| Direct Expenses | 4                                          | Cash prizes . . . .                                                    | 0                            | 0                | 0                             |           |
|                 | 5                                          | Noncash prizes . . .                                                   | 0                            | 0                | 0                             |           |
|                 | 6                                          | Rent/facility costs . . .                                              | 0                            | 14,130           | 6,500                         | 20,630    |
|                 | 7                                          | Food and beverages .                                                   | 22,167                       | 9,720            | 8,224                         | 40,111    |
|                 | 8                                          | Entertainment . . . .                                                  | 825                          | 400              | 400                           | 1,625     |
|                 | 9                                          | Other direct expenses .                                                | 25,151                       | 7,818            | 9,288                         | 42,257    |
|                 | 10                                         | Direct expense summary Add lines 4 through 9 in column (d) . . . . . ▶ |                              |                  |                               | (104,623) |
|                 | 11                                         | Net income summary Combine line 3, column (d), and line 10 . . . . . ▶ |                              |                  |                               | -80,335   |

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 . . . . .                                                   |                                                                                |                                                                                |                                                                                |
| Direct Expenses | 2 | Cash prizes . . . . .                                                     |                                                                                |                                                                                |                                                                                |
|                 | 3 | Non-cash prizes . . . .                                                   |                                                                                |                                                                                |                                                                                |
|                 | 4 | Rent/facility costs . . . .                                               |                                                                                |                                                                                |                                                                                |
|                 | 5 | Other direct expenses . . .                                               |                                                                                |                                                                                |                                                                                |
|                 | 6 | Volunteer labor . . . .                                                   | <div><input type="checkbox"/> Yes</div> <div><input type="checkbox"/> No</div> | <div><input type="checkbox"/> Yes</div> <div><input type="checkbox"/> No</div> | <div><input type="checkbox"/> Yes</div> <div><input type="checkbox"/> No</div> |
|                 | 7 | Direct expense summary Add lines 2 through 5 in column (d) . . . . . ▶    |                                                                                |                                                                                |                                                                                |
|                 | 8 | Net gaming income summary Combine lines 1 and 7 in column (d) . . . . . ▶ |                                                                                |                                                                                |                                                                                |

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

a Is the organization licensed to operate gaming activities in each of these states? . . . . .

☐ Yes ☐ No

b If "No," explain \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year? . . . . .

☐ Yes ☐ No

b If "Yes," explain \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Does the organization operate gaming activities with nonmembers? ☐ Yes ☐ No

12 Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming? ☐ Yes ☐ No

13 Indicate the percentage of gaming activity operated in

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

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

Name ▶ .....

Address ▶ .....

15a Does the organization have a contract with a third party from whom the organization receives gaming revenue? ☐ Yes ☐ No

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

c If "Yes," enter name and address of the third party

Name ▶ .....

Address ▶ .....

16 Gaming manager information

Name ▶ .....

Gaming manager compensation ▶ \$ .....

Description of services provided ▶ .....

☐ Director/officer ☐ Employee ☐ Independent contractor

17 Mandatory distributions

a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? ☐ Yes ☐ No

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

**Part IV Supplemental Information.** Complete this part to provide the explanations required by Part I, line 2b, columns (iii) and (v), and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also complete this part to provide any additional information (see instructions).

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

Schedule I  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Name of the organization  
GORDON COLLEGE

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

2012

Open to Public  
Inspection

Employer identification number  
04-2104258

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. Part II can be duplicated 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 |
|----------------------------------------------------|---------|------------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|----------------------------------------|------------------------------------|
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |
|                                                    |         |                                    |                          |                                   |                                                       |                                        |                                    |

2

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

▶

3

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

▶

**Part III**

**Grants and Other Assistance to Individuals in the United States.** Complete if the organization answered "Yes" to Form 990, Part IV, line 22.  
Part III can be duplicated if additional space is needed.

| (a)Type of grant or assistance                         | (b)Number of recipients | (c)Amount of cash grant | (d)Amount of non-cash assistance | (e)Method of valuation (book, FMV, appraisal, other) | (f)Description of non-cash assistance |
|--------------------------------------------------------|-------------------------|-------------------------|----------------------------------|------------------------------------------------------|---------------------------------------|
| (1) Scholarships and Grants to Gordon College Students | 1437                    | 17,038,369              | 0                                |                                                      |                                       |
| (2) Federal SEOG Grants                                | 254                     | 162,460                 | 0                                |                                                      |                                       |
| (3) Federal Work Study                                 | 801                     | 206,033                 | 0                                |                                                      |                                       |
| (4) Federal Teach Grants                               | 16                      | 39,400                  | 0                                |                                                      |                                       |
| (5) Dr Marvin Wilson Award for Teaching                | 1                       | 1,000                   | 0                                |                                                      |                                       |
| (6) Howie Rich Award                                   | 1                       | 1,000                   | 0                                |                                                      |                                       |
| (7) Center for Faith and Inquiry Award                 | 1                       | 600                     | 0                                |                                                      |                                       |

**Part IV**

**Supplemental Information.**

Complete this part to provide the information required in Part I, line 2, Part III, column (b), and any other additional information

| Identifier       | Return Reference           | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SchI_P01_S00_L02 | Schedule I, Part I, Line 2 | Gordon College awards three types of grants/scholarships merit scholarships, need-based grants and endowment funded restricted scholarships Merit scholarships are awarded based on the incoming student's academic criteria determined by the Admissions Office These scholarships are renewed annually by verification of the Registrar's Office that cumulative GPA requirements are met Need-based grants are awarded based on the student's determined financial need We determine financial need using information provided by the FAFSA We practice level-funding of the need-based grants to future years unless there is a significant change in determined financial need Endowment funded restricted scholarships are awarded based on criteria established by donors The criteria information on specific eligible students is provided by the Registrar, Admissions and Financial Aid Offices Students are evaluated annually to verify they continue to meet the donor criteria for an endowment award |

Schedule J  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Compensation Information

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

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

▶ Attach to Form 990. ▶ See separate instructions.

OMB No 1545-0047

2012

Open to Public Inspection

Name of the organization  
GORDON COLLEGE

Employer identification number  
04-2104258

Part I

Questions Regarding Compensation

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

**Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees.** Use duplicate copies if additional space is 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, applicable column (D) and (E) amounts for that individual

| (A) Name and Title                                  |      | (B) Breakdown of W-2 and/or 1099-MISC compensation |                                     |                                     | (C) Retirement and other deferred compensation | (D) Nontaxable benefits | (E) Total of columns (B)(i)-(D) | (F) Compensation reported as deferred in prior Form 990 |
|-----------------------------------------------------|------|----------------------------------------------------|-------------------------------------|-------------------------------------|------------------------------------------------|-------------------------|---------------------------------|---------------------------------------------------------|
|                                                     |      | (i) Base compensation                              | (ii) Bonus & incentive compensation | (iii) Other reportable compensation |                                                |                         |                                 |                                                         |
| (1)D Michael Lindsay<br>President                   | (i)  | 271,363                                            | 0                                   | 14,505                              | 13,040                                         | 57,854                  | 356,762                         | 0                                                       |
|                                                     | (ii) | 0                                                  | 0                                   | 0                                   | 0                                              | 0                       | 0                               | 0                                                       |
| (2)Daniel Tymann<br>Executive Vice President        | (i)  | 129,219                                            | 0                                   | 11,741                              | 7,384                                          | 18,408                  | 166,752                         | 0                                                       |
|                                                     | (ii) | 0                                                  | 0                                   | 0                                   | 0                                              | 0                       | 0                               | 0                                                       |
| (3)Michael Ahearn VP for Finance and Administration | (i)  | 115,087                                            | 0                                   | 30,839                              | 7,398                                          | 2,819                   | 156,143                         | 0                                                       |
|                                                     | (ii) | 0                                                  | 0                                   | 0                                   | 0                                              | 0                       | 0                               | 0                                                       |
| (4)R Judson Carlberg<br>President Emeritus          | (i)  | 126,256                                            | 0                                   | 11,870                              | 7,152                                          | 10,632                  | 155,910                         | 0                                                       |
|                                                     | (ii) | 0                                                  | 0                                   | 0                                   | 0                                              | 0                       | 0                               | 0                                                       |
| (5)Barry Loy Vice President for Student Life        | (i)  | 108,663                                            | 0                                   | 20,962                              | 6,752                                          | 16,836                  | 153,213                         | 0                                                       |
|                                                     | (ii) | 0                                                  | 0                                   | 0                                   | 0                                              | 0                       | 0                               | 0                                                       |

Part IIISupplemental Information

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

| Identifier        | Return Reference            | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SchJ_P01_S00_L01a | Schedule J, Part I, Line 1a | Travel for companions. Occasionally spouses of officers accompany them on business trips for the College. In order to be treated as a working condition fringe benefit, the College requires substantiation of the trip as a bonafide business expense for both the officer and the spouse. If there is no business purpose for the spouse, the spousal travel is treated as taxable income to the officer or the officer reimburses the College. Housing allowance or residence for personal use. One listed person received this benefit. The President is required to live in on-campus housing for hosting purposes and 24/7 availability to the campus community. Because of this requirement, it is excluded from wages under Section 119 of the IRS code. The housing value included in non-taxable compensation was \$36,836. Health or social club dues or initiation fees. One listed person received this benefit. The President is required by the Board to have a Harvard Club membership provided by the College. It was used for business purposes only and none of it was treated as taxable compensation. |

Schedule K  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Name of the organization  
GORDON COLLEGE

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 Part VI.

▶ Attach to Form 990. ▶ See separate instructions.

OMB No 1545-0047

2012

Open to Public Inspection

Employer identification number

04-2104258

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 Massachusetts Development<br>Financy Agency | 04-3431814     |             | 02-19-2013      | 38,480,000      | Refund prior issue (issued<br>10/31/2012) |              | X  |                         | X  |                    | X  |

Part II Proceeds

|    |                                                                                                        | A          |    | B   |    | C   |    | D   |    |
|----|--------------------------------------------------------------------------------------------------------|------------|----|-----|----|-----|----|-----|----|
| 1  | Amount of bonds retired                                                                                | 0          |    |     |    |     |    |     |    |
| 2  | Amount of bonds legally defeased                                                                       | 0          |    |     |    |     |    |     |    |
| 3  | Total proceeds of issue                                                                                | 38,480,000 |    |     |    |     |    |     |    |
| 4  | Gross proceeds in reserve funds                                                                        | 0          |    |     |    |     |    |     |    |
| 5  | Capitalized interest from proceeds                                                                     | 0          |    |     |    |     |    |     |    |
| 6  | Proceeds in refunding escrows                                                                          | 0          |    |     |    |     |    |     |    |
| 7  | Issuance costs from proceeds                                                                           | 0          |    |     |    |     |    |     |    |
| 8  | Credit enhancement from proceeds                                                                       | 0          |    |     |    |     |    |     |    |
| 9  | Working capital expenditures from proceeds                                                             | 0          |    |     |    |     |    |     |    |
| 10 | Capital expenditures from proceeds                                                                     | 0          |    |     |    |     |    |     |    |
| 11 | Other spent proceeds                                                                                   | 38,480,000 |    |     |    |     |    |     |    |
| 12 | Other unspent proceeds                                                                                 | 0          |    |     |    |     |    |     |    |
| 13 | Year of substantial completion                                                                         | 2012       |    |     |    |     |    |     |    |
|    |                                                                                                        | Yes        | No | Yes | No | Yes | No | Yes | No |
| 14 | Were the bonds issued as part of a current refunding issue?                                            | X          |    |     |    |     |    |     |    |
| 15 | Were the bonds issued as part of an advance refunding issue?                                           |            | X  |     |    |     |    |     |    |
| 16 | Has the final allocation of proceeds been made?                                                        | X          |    |     |    |     |    |     |    |
| 17 | Does the organization maintain adequate books and records to support the final allocation of proceeds? | 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  |     |    |     |    |     |    |
| 2 | Are there any lease arrangements that may result in private business use of bond-financed property?                        |     | X  |     |    |     |    |     |    |

Part III

Private 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 of bond-financed property?                                                                                                                     | 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?                                                   | X   |    |     |    |     |    |     |    |
| c  | Are there any research agreements that may result in private business use of bond-financed property?                                                                                                                                 |     | 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 % |    | %   |    | %   |    | %   |    |
| 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 % |    | %   |    | %   |    | %   |    |
| 6  | Total of lines 4 and 5                                                                                                                                                                                                               | 0 % |    | %   |    | %   |    | %   |    |
| 7  | Does the bond issue meet the private security or payment test?                                                                                                                                                                       |     | X  |     |    |     |    |     |    |
| 8a | Has there been a sale or disposition of any of the bond financed property to a nongovernmental person other than a 501(c)(3) organization since the bonds were issued?                                                               |     | X  |     |    |     |    |     |    |
| b  | If "Yes" to line 8a, enter the percentage of bond-financed property sold or disposed of                                                                                                                                              | %   |    | %   |    | %   |    | %   |    |
| c  | If "Yes" to line 8a, was any remedial action taken pursuant to Regulations sections 1.141-12 and 1.145-2?                                                                                                                            |     |    |     |    |     |    |     |    |
| 9  | Has the organization established written procedures to ensure that all nonqualified bonds of the issue are remediated in accordance with the requirements under Regulations sections 1.141-12 and 1.145-2?                           | X   |    |     |    |     |    |     |    |

Part IV

Arbitrage

|    |                                                                                                                | A                    |    | B   |    | C   |    | D   |    |
|----|----------------------------------------------------------------------------------------------------------------|----------------------|----|-----|----|-----|----|-----|----|
|    |                                                                                                                | Yes                  | No | Yes | No | Yes | No | Yes | No |
| 1  | Has the issuer filed Form 8038-T?                                                                              |                      | X  |     |    |     |    |     |    |
| 2  | If "No" to line 1, did the following apply?                                                                    |                      |    |     |    |     |    |     |    |
| a  | Rebate not due yet?                                                                                            |                      | X  |     |    |     |    |     |    |
| b  | Exception to rebate?                                                                                           | X                    |    |     |    |     |    |     |    |
| c  | No rebate due?                                                                                                 |                      | X  |     |    |     |    |     |    |
|    | If you checked "No rebate due" in line 2c, provide in Part VI the date the rebate computation was performed    |                      |    |     |    |     |    |     |    |
| 3  | Is the bond issue a variable rate issue?                                                                       | X                    |    |     |    |     |    |     |    |
| 4a | Has the organization or the governmental issuer entered into a qualified hedge with respect to the bond issue? | X                    |    |     |    |     |    |     |    |
| b  | Name of provider                                                                                               | RBS Citizens Bank NA |    |     |    |     |    |     |    |
| c  | Term of hedge                                                                                                  | 10                   |    |     |    |     |    |     |    |
| d  | Was the hedge superintegrated?                                                                                 |                      | X  |     |    |     |    |     |    |
| e  | Was a hedge terminated?                                                                                        |                      | X  |     |    |     |    |     |    |

Part IV

Arbitrage (Continued)

|    |                                                                                                 | A   |    | B   |    | C   |    | D   |    |
|----|-------------------------------------------------------------------------------------------------|-----|----|-----|----|-----|----|-----|----|
|    |                                                                                                 | Yes | No | Yes | No | Yes | No | Yes | No |
| 5a | Were gross proceeds invested in a guaranteed investment contract (GIC)?                         |     | 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?     |     |    |     |    |     |    |     |    |
| 6  | Were any gross proceeds invested beyond an available temporary period?                          |     | X  |     |    |     |    |     |    |
| 7  | Has the organization established written procedures to monitor the requirements of section 148? | X   |    |     |    |     |    |     |    |

Part V

Procedures To Undertake Corrective Action

|   |                                                                                                                                                                                                                                                                  | A   |    | B   |    | C   |    | D   |    |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|-----|----|-----|----|-----|----|
|   |                                                                                                                                                                                                                                                                  | Yes | No | Yes | No | Yes | No | Yes | No |
| 1 | Has 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? | X   |    |     |    |     |    |     |    |

Part VI

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

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

Schedule L  
(Form 990 or 990-EZ)

Transactions with Interested Persons

OMB No 1545-0047

2012

Open to Public Inspection

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

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

Name of the organization  
GORDON COLLEGE

Employer identification number  
04-2104258

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) Relationship between disqualified person and organization | (c) Description of transaction | (d) Corrected? |    |
|---|---------------------------------|---------------------------------------------------------------|--------------------------------|----------------|----|
|   |                                 |                                                               |                                | Yes            | No |
|   |                                 |                                                               |                                |                |    |
|   |                                 |                                                               |                                |                |    |
|   |                                 |                                                               |                                |                |    |
|   |                                 |                                                               |                                |                |    |
|   |                                 |                                                               |                                |                |    |
|   |                                 |                                                               |                                |                |    |
|   |                                 |                                                               |                                |                |    |

2 Enter the amount of tax incurred by 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-EZ, Part V, line 38a, or Form 990, Part IV, line 26, or if the organization reported an amount on Form 990, Part X, line 5, 6, or 22

| (a) Name of interested person | (b) Relationship with organization | (c) Purpose of loan | (d) Loan to or from the organization? |      | (e) Original principal amount | (f) Balance due | (g) In default? |    | (h) Approved by board or committee? |    | (i) 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 assistance | (d) Type of assistance | (e) Purpose of assistance                   |
|------------------------------------|-----------------------------------------------------------------|--------------------------|------------------------|---------------------------------------------|
| (1) NA - not required for colleges | NA - not required for colleges                                  | 40,500                   | Scholarships           | Merit scholarships for academic achievement |
|                                    |                                                                 |                          |                        |                                             |
|                                    |                                                                 |                          |                        |                                             |
|                                    |                                                                 |                          |                        |                                             |
|                                    |                                                                 |                          |                        |                                             |

**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) Jonathan Tymann                   | brother of Executive Vice President                             | 119,378                   | Employment compensation                      |                                         | No |
| (2) Rebecca Lindsay                   | spouse of President                                             | 12,000                    | Employment compensation                      |                                         | No |
| (3) Nagog Real Estate Consulting Corp | Company more than 35% controlled by trustee, Kirk Ware          | 240,648                   | Independent Contractor on renovation project |                                         | 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                                                                                                                                                                                                                                 |
|------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SchL_P04_S00_L00 | Schedule L, Part IV | Two relatives of officers are also employed by Gordon College Kirk Ware, one of our trustees, is an officer of Nagog Real Estate Consulting Corp and has more than 35% control Nagog was hired by the College to renovate a campus building |

SCHEDULE M  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Noncash Contributions

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

OMB No 1545-0047

2012

Open to Public Inspection

Name of the organization  
GORDON COLLEGE

Employer identification number  
04-2104258

Part I Types of Property

|                                                                            | (a)<br>Check<br>if<br>applicable | (b)<br>Number of contributions<br>or items contributed | (c)<br>Noncash contribution<br>amounts reported on<br>Form 990, Part VIII, line<br>1g | (d)<br>Method of determining<br>noncash contribution amounts |
|----------------------------------------------------------------------------|----------------------------------|--------------------------------------------------------|---------------------------------------------------------------------------------------|--------------------------------------------------------------|
| 1 Art—Works of art . . . . .                                               | X                                | 1                                                      | 0                                                                                     | N/A                                                          |
| 2 Art—Historical treasures . . . . .                                       |                                  |                                                        |                                                                                       |                                                              |
| 3 Art—Fractional interests . . . . .                                       |                                  |                                                        |                                                                                       |                                                              |
| 4 Books and publications . . . . .                                         | X                                |                                                        | 0                                                                                     | cost of donated property                                     |
| 5 Clothing and household<br>goods . . . . .                                | X                                |                                                        | 0                                                                                     | cost of donated property                                     |
| 6 Cars and other vehicles . . . . .                                        |                                  |                                                        |                                                                                       |                                                              |
| 7 Boats and planes . . . . .                                               |                                  |                                                        |                                                                                       |                                                              |
| 8 Intellectual property . . . . .                                          |                                  |                                                        |                                                                                       |                                                              |
| 9 Securities—Publicly traded . . . . .                                     | X                                | 33                                                     | 265,161                                                                               | Fair market value on the date of receipt                     |
| 10 Securities—Closely held stock . . . . .                                 |                                  |                                                        |                                                                                       |                                                              |
| 11 Securities—Partnership, LLC,<br>or trust interests . . . . .            |                                  |                                                        |                                                                                       |                                                              |
| 12 Securities—Miscellaneous . . . . .                                      |                                  |                                                        |                                                                                       |                                                              |
| 13 Qualified conservation<br>contribution—Historic<br>structures . . . . . |                                  |                                                        |                                                                                       |                                                              |
| 14 Qualified conservation<br>contribution—Other . . . . .                  |                                  |                                                        |                                                                                       |                                                              |
| 15 Real estate—Residential . . . . .                                       |                                  |                                                        |                                                                                       |                                                              |
| 16 Real estate—Commercial . . . . .                                        |                                  |                                                        |                                                                                       |                                                              |
| 17 Real estate—Other . . . . .                                             |                                  |                                                        |                                                                                       |                                                              |
| 18 Collectibles . . . . .                                                  |                                  |                                                        |                                                                                       |                                                              |
| 19 Food inventory . . . . .                                                |                                  |                                                        |                                                                                       |                                                              |
| 20 Drugs and medical supplies . . . . .                                    |                                  |                                                        |                                                                                       |                                                              |
| 21 Taxidermy . . . . .                                                     |                                  |                                                        |                                                                                       |                                                              |
| 22 Historical artifacts . . . . .                                          |                                  |                                                        |                                                                                       |                                                              |
| 23 Scientific specimens . . . . .                                          |                                  |                                                        |                                                                                       |                                                              |
| 24 Archeological artifacts . . . . .                                       |                                  |                                                        |                                                                                       |                                                              |
| 25 Other ► ( )                                                             |                                  |                                                        |                                                                                       |                                                              |
| 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 . . . . .

1

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

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 noncash contributions? . . . . .

32a

Yes

b If "Yes," describe in Part II

33

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

Part II

Supplemental Information. Complete this part to provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

| Identifier        | Return Reference             | Explanation                                                                                                                                                                                                                                                             |
|-------------------|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SchM_P01_S00_L32b | Schedule M, Part I, Line 32b | Stock gifts are received and sold by Wells Fargo Advisors, LLC, 138 Conant Street, Beverly, MA 01915                                                                                                                                                                    |
| SchM_P01_S00_L33  | Schedule M, Part I, Line 33  | Institutional policy for works of art is not to record a gift value<br>We do not capitalize our collections as allowed under SFAS 116 (ASC 958-360-25) Lines 4 and 5 Revenues were not reported because the gifts were not given a value as appraisals were unavailable |

**2012**

**Open to Public Inspection**

**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.**

Name of the organization  
GORDON COLLEGE

**Employer identification number**

04-2104258

| Identifier        | Return Reference                       | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| F990_P06_S0A_L02  | Form 990, Part VI, Section A, Line 2   | One of our trustees, David Beatty, is the CEO of Daintree Advisors. Another trustee, Mary Shahian, is the Managing Director of Daintree Advisors.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| F990_P06_S0B_L11b | Form 990, Part VI, Section B, Line 11b | The controller prepares the 990 and submits it for review to the vice president for finance and the president. Once the 990 is approved by the president and vice president, it is provided to the board before filing. The Form 990 has also been reviewed by tax advisors from a national accounting firm. It is then signed by the vice president for finance and filed electronically.                                                                                                                                                                                                                                                                                                            |
| F990_P06_S0B_L12c | Form 990, Part VI, Section B, Line 12c | An annual Disclosure Form delineating conflicts is distributed to all trustees at the annual board meeting and must be signed by each trustee. A copy is mailed to any trustee who is absent and must be signed and returned. Trustees must recuse themselves from any discussion of or vote on any issue involving conflicts of interest. Key employees and officers must also sign an annual conflict of interest form which clearly delineates conflicts of interest. College counsel monitors and reviews the conflict of interest statements. The president's office collects and maintains them.                                                                                                |
| F990_P06_S0B_L15  | Form 990, Part VI, Section B, Line 15  | The executive committee of the board serves as the compensation committee for the president's position. CCC and CCCU compensation studies of college presidents are reviewed by the committee and the salary is set by committee vote. The president has an annual review by the committee and is judged based on attainment of goals for the year. The president submits compensation comparability data to the committee for the provost, vice president for finance and executive vice president positions. Compensation increases are based upon job performance and the independent studies. Minutes are kept of the process and the committee vote. The last review process took place in 2012. |
| F990_P06_S0C_L19  | Form 990, Part VI, Section C, Line 19  | Our governing documents are available upon request. Our conflict of interest policy is available on our public web site. Our financial statements are available upon request and copies are maintained in the College library.                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| F990_P11_S00_L09  | Form 990, Part XI, Line 9              | Other changes in net assets include: Change in fair value of split interest agreements (193,218), Interest rate swap fair value adjustment 2,398,096.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

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

2012

Open to Public Inspection

Name of the organization  
GORDON COLLEGE

Employer identification number  
04-2104258

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

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

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

| (a)<br>Name, address, and EIN of related organization                                         | (b)<br>Primary activity | (c)<br>Legal domicile (state or foreign country) | (d)<br>Exempt Code section | (e)<br>Public charity status (if section 501(c)(3)) | (f)<br>Direct controlling entity | (g)<br>Section 512(b)(13) controlled entity? |    |
|-----------------------------------------------------------------------------------------------|-------------------------|--------------------------------------------------|----------------------------|-----------------------------------------------------|----------------------------------|----------------------------------------------|----|
|                                                                                               |                         |                                                  |                            |                                                     |                                  | Yes                                          | No |
| (1) Gordon College Foundation<br><br>255 Grapevine Road<br><br>Wenham, MA 01984<br>22-2610484 | Advise on land use      | MA                                               | 501(c)(3)                  | 9                                                   | Gordon College                   | Yes                                          |    |
|                                                                                               |                         |                                                  |                            |                                                     |                                  |                                              |    |
|                                                                                               |                         |                                                  |                            |                                                     |                                  |                                              |    |
|                                                                                               |                         |                                                  |                            |                                                     |                                  |                                              |    |
|                                                                                               |                         |                                                  |                            |                                                     |                                  |                                              |    |
|                                                                                               |                         |                                                  |                            |                                                     |                                  |                                              |    |
|                                                                                               |                         |                                                  |                            |                                                     |                                  |                                              |    |

Part III

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

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

Part IV

Identification of Related Organizations Taxable as a Corporation or Trust (Complete if the organization answered "Yes" to 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)<br>Name, address, and EIN of<br>related organization               | (b)<br>Primary activity | (c)<br>Legal<br>domicile<br>(state or foreign<br>country) | (d)<br>Direct controlling<br>entity | (e)<br>Type of entity<br>(C corp, S corp,<br>or trust) | (f)<br>Share of total<br>income | (g)<br>Share of end-<br>of-year<br>assets | (h)<br>Percentage<br>ownership | (i)<br>Section 512<br>(b)(13)<br>controlled<br>entity? |    |
|------------------------------------------------------------------------|-------------------------|-----------------------------------------------------------|-------------------------------------|--------------------------------------------------------|---------------------------------|-------------------------------------------|--------------------------------|--------------------------------------------------------|----|
|                                                                        |                         |                                                           |                                     |                                                        |                                 |                                           |                                | Yes                                                    | No |
| (1) Charitable Remainder<br>Trusts (3)<br><br>NA<br>NA<br>NA, MA 01984 | Charitable gift         | MA                                                        | N/A                                 | T                                                      |                                 |                                           |                                | Yes                                                    |    |
|                                                                        |                         |                                                           |                                     |                                                        |                                 |                                           |                                |                                                        |    |
|                                                                        |                         |                                                           |                                     |                                                        |                                 |                                           |                                |                                                        |    |
|                                                                        |                         |                                                           |                                     |                                                        |                                 |                                           |                                |                                                        |    |
|                                                                        |                         |                                                           |                                     |                                                        |                                 |                                           |                                |                                                        |    |
|                                                                        |                         |                                                           |                                     |                                                        |                                 |                                           |                                |                                                        |    |
|                                                                        |                         |                                                           |                                     |                                                        |                                 |                                           |                                |                                                        |    |

Part V

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

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

1

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

a

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

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

Dividends from related organization(s)

g

Sale of assets to related organization(s)

h

Purchase of assets from related organization(s)

i

Exchange of assets with related organization(s)

j

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

k

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

l

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

m

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

n

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

o

Sharing of paid employees with related organization(s)

p

Reimbursement paid to related organization(s) for expenses

q

Reimbursement paid by related organization(s) for expenses

r

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

s

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

1s

No

No

No

No

No

No

No

No

No

No

No

No

No

No

No

No

No

No

No

2

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

| (a)<br>Name of other organization | (b)<br>Transaction<br>type (a-s) | (c)<br>Amount involved | (d)<br>Method of determining amount involved |
|-----------------------------------|----------------------------------|------------------------|----------------------------------------------|
|                                   |                                  |                        |                                              |
|                                   |                                  |                        |                                              |
|                                   |                                  |                        |                                              |
|                                   |                                  |                        |                                              |
|                                   |                                  |                        |                                              |
|                                   |                                  |                        |                                              |

Schedule R (Form 990) 2012

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]

**Software ID:** 12000197  
**Software Version:** v1.00  
**EIN:** 04-2104258  
**Name:** GORDON COLLEGE

**Part VII** Supplemental Information

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

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

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