

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

**For Paperwork Reduction Act Notice, see the separate instructions.** Cat. No. 11282Y Form **990** (2018)

**Part III Statement of Program Service Accomplishments**Check if Schedule O contains a response or note to any line in this Part III ☒**1** Briefly describe the organization's mission:

ESSEX COUNTY COLLEGE (THE COLLEGE) IS AN OPEN ACCESS COMMUNITY COLLEGE THAT SERVES THE DIVERSE NEEDS OF STUDENTS THROUGH COMPREHENSIVE EDUCATION PROGRAMS, TRAINING, AND CONTINUING EDUCATION. THE COLLEGE IS DEDICATED TO ACADEMIC EXCELLENCE AND THE SUCCESS OF ITS STUDENTS.

**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.

|           |                       |            |                        |                          |           |
|-----------|-----------------------|------------|------------------------|--------------------------|-----------|
| <b>4a</b> | (Code: ) (Expenses \$ | 33,209,281 | including grants of \$ | 24,834,585 ) (Revenue \$ | 167,010 ) |
|-----------|-----------------------|------------|------------------------|--------------------------|-----------|

See Additional Data

|           |                       |            |                        |                 |              |
|-----------|-----------------------|------------|------------------------|-----------------|--------------|
| <b>4b</b> | (Code: ) (Expenses \$ | 25,561,371 | including grants of \$ | 0 ) (Revenue \$ | 36,851,396 ) |
|-----------|-----------------------|------------|------------------------|-----------------|--------------|

See Additional Data

|           |                       |           |                        |                 |     |
|-----------|-----------------------|-----------|------------------------|-----------------|-----|
| <b>4c</b> | (Code: ) (Expenses \$ | 5,545,919 | including grants of \$ | 0 ) (Revenue \$ | 0 ) |
|-----------|-----------------------|-----------|------------------------|-----------------|-----|

See Additional Data

|                       |           |                        |                 |           |
|-----------------------|-----------|------------------------|-----------------|-----------|
| (Code: ) (Expenses \$ | 4,157,528 | including grants of \$ | 0 ) (Revenue \$ | 358,100 ) |
|-----------------------|-----------|------------------------|-----------------|-----------|

PUBLIC SERVICE - IN A TYPICAL YEAR, THE COLLEGE'S COMMUNITY, CONTINUING EDUCATION, AND WORKFORCE DEVELOPMENT PROGRAMS SERVE EVEN MORE STUDENTS THAN THEIR TRADITIONAL DEGREE-SEEKING PROGRAMS. THAT'S BECAUSE THEIR EDUCATIONAL OFFERINGS ARE DIVERSE, AND GEARED TO ALL DIFFERENT TYPES OF PEOPLE FROM ALL WALKS OF LIFE. THE COLLEGE PARTNERS WITH THEIR COMMUNITY, LOCAL BUSINESSES AND ORGANIZATIONS TO PROVIDE CLASSES GEARED TOWARDS PROVIDING PRACTICAL REAL-WORLD SKILLS THAT CAN BE PUT TO USE IMMEDIATELY. YOUTH PROGRAMS, HIGH SCHOOL INITIATIVES, WORKFORCE DEVELOPMENT, AND ADULT LITERACY COURSES ARE AMONG THE DOZENS OF EDUCATIONAL PROGRAMS THE COLLEGE OFFERS THROUGHOUT THE YEAR. DURING FISCAL YEAR 2019, THE COLLEGE HAD 18,194 NON-CREDIT ENROLLMENT, 2,576 STUDENTS IN CUSTOMIZED TRAINING, AND 630 TOTAL FACULTY DESIGNATED TO CONTINUING EDUCATION.

|           |                                                  |           |                        |                 |           |
|-----------|--------------------------------------------------|-----------|------------------------|-----------------|-----------|
| <b>4d</b> | Other program services (Describe in Schedule O.) |           |                        |                 |           |
|           | (Expenses \$                                     | 4,157,528 | including grants of \$ | 0 ) (Revenue \$ | 358,100 ) |

|           |                                         |            |  |  |  |
|-----------|-----------------------------------------|------------|--|--|--|
| <b>4e</b> | <b>Total program service expenses</b> ▶ | 68,474,099 |  |  |  |
|-----------|-----------------------------------------|------------|--|--|--|

**Part IV Checklist of Required Schedules**

|                                                                                                                                                                                                                                                                                                                    | Yes            | No |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----|
| <b>1</b> Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A                                                                                                                                                                         | <b>1</b> Yes   |    |
| <b>2</b> Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?                                                                                                                                                                                                         | <b>2</b> Yes   |    |
| <b>3</b> Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I                                                                                                                      | <b>3</b>       | No |
| <b>4 Section 501(c)(3) organizations.</b><br>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                                                                                                           | <b>4</b>       | No |
| <b>5</b> 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                                                                               | <b>5</b>       | No |
| <b>6</b> 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                                                    | <b>6</b>       | No |
| <b>7</b> Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II                                                                                            | <b>7</b>       | No |
| <b>8</b> Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III                                                                                                                                                         | <b>8</b>       | No |
| <b>9</b> 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             | <b>9</b>       | No |
| <b>10</b> 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                                                                                                     | <b>10</b>      | No |
| <b>11</b> 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.                                                                                                                                                          |                |    |
| <b>a</b> Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI.                                                                                                                                                                      | <b>11a</b> Yes |    |
| <b>b</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                                                                                                     | <b>11b</b>     | No |
| <b>c</b> 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                                                                                                     | <b>11c</b>     | No |
| <b>d</b> 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                                                                                                                      | <b>11d</b> Yes |    |
| <b>e</b> Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X                                                                                                                                                                                     | <b>11e</b> Yes |    |
| <b>f</b> 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                                                            | <b>11f</b>     | No |
| <b>12a</b> Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII                                                                                                                                                        | <b>12a</b> Yes |    |
| <b>b</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                                                                           | <b>12b</b>     | No |
| <b>13</b> Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E                                                                                                                                                                                                        | <b>13</b> Yes  |    |
| <b>14a</b> Did the organization maintain an office, employees, or agents outside of the United States?                                                                                                                                                                                                             | <b>14a</b>     | No |
| <b>b</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 | <b>14b</b>     | No |
| <b>15</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV                                                                                                           | <b>15</b>      | No |
| <b>16</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV                                                                                                     | <b>16</b>      | No |
| <b>17</b> Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions)                                                                                            | <b>17</b>      | No |
| <b>18</b> Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II                                                                                                                           | <b>18</b>      | No |
| <b>19</b> 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                                                                                                                                                     | <b>19</b>      | No |
| <b>20a</b> Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H                                                                                                                                                                                                             | <b>20a</b>     | No |
| <b>b</b> If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?                                                                                                                                                                                              | <b>20b</b>     |    |
| <b>21</b> Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II                                                                                            | <b>21</b>      | No |
| <b>22</b> Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III                                                                                                                | <b>22</b> Yes  |    |

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

|            |                                                                                                                                                                                                                                                                                                                            | Yes            | No |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----|
| <b>23</b>  | 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> . . . . .                                                      | <b>23</b> Yes  |    |
| <b>24a</b> | Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i> . . . . .                            | <b>24a</b> Yes |    |
| <b>b</b>   | Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? . . . .                                                                                                                                                                                                                  | <b>24b</b>     | No |
| <b>c</b>   | Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? . . . . .                                                                                                                                                                       | <b>24c</b>     | No |
| <b>d</b>   | Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? . . . .                                                                                                                                                                                                            | <b>24d</b>     | No |
| <b>25a</b> | <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b><br>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> . . . . .                                                                                      | <b>25a</b>     | No |
| <b>b</b>   | Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ?<br><i>If "Yes," complete Schedule L, Part I</i> . . . . .                                    | <b>25b</b>     | No |
| <b>26</b>  | Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons?<br><i>If "Yes," complete Schedule L, Part II</i> . . . . .                              | <b>26</b>      | No |
| <b>27</b>  | Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or 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> . . . . . | <b>27</b>      | No |
| <b>28</b>  | Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):                                                                                                                              |                |    |
| <b>a</b>   | A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .                                                                                                                                                                                                   | <b>28a</b>     | No |
| <b>b</b>   | A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> . . . . .                                                                                                                                                                                | <b>28b</b>     | No |
| <b>c</b>   | 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> . . . . .                                                                                    | <b>28c</b>     | No |
| <b>29</b>  | Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> . . . .                                                                                                                                                                                                    | <b>29</b>      | No |
| <b>30</b>  | Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> . . . . .                                                                                                                                  | <b>30</b>      | No |
| <b>31</b>  | Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> . . . .                                                                                                                                                                                          | <b>31</b>      | No |
| <b>32</b>  | Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets?<br><i>If "Yes," complete Schedule N, Part II</i> . . . . .                                                                                                                                                                   | <b>32</b>      | No |
| <b>33</b>  | Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> . . . . .                                                                                                                      | <b>33</b>      | No |
| <b>34</b>  | 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> . . . . .                                                                                                                                                                  | <b>34</b>      | No |
| <b>35a</b> | Did the organization have a controlled entity within the meaning of section 512(b)(13)?                                                                                                                                                                                                                                    | <b>35a</b>     | No |
| <b>b</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> . . . . .                                                                                         | <b>35b</b>     |    |
| <b>36</b>  | <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> . . . . .                                                                                                                           | <b>36</b>      | No |
| <b>37</b>  | Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>                                                                                       | <b>37</b>      | No |
| <b>38</b>  | 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. . . . .                                                                                                                               | <b>38</b> Yes  |    |

**Part V Statements Regarding Other IRS Filings and Tax Compliance**Check if Schedule O contains a response or note to any line in this Part V ☐

|           |                                                                                                                                                                    | Yes           | No |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----|
| <b>1a</b> | Enter the number reported in Box 3 of Form 1096 Enter -0- if not applicable . . . . .                                                                              | <b>1a</b> 202 |    |
| <b>b</b>  | Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable . . . . .                                                                          | <b>1b</b> 0   |    |
| <b>c</b>  | Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? . . . . . | <b>1c</b>     |    |

Form **990** (2018)

**Part VI**

**Governance, Management, and Disclosure** For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

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

**Section A. Governing Body and Management**

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

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

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

**Section C. Disclosure**

**17** List the States with which a copy of this Form 990 is required to be filed ►

**18** Section 6104 requires an organization to make its Form 1023 (or 1024-A if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

☐ Own website ☐ Another's website ☒ Upon request ☐ 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, address, and telephone number of the person who possesses the organization's books and records:  
 ► JULIO IZQUIERDO CFO 303 UNIVERSITY AVENUE NEWARK, NJ 07102 (973) 877-3040

Part VII

Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII . . . . . ☐

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

- 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.

| (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 |                                                                       |                                                                            |                                                                                               |
| (1) MR THOMAS C MCDERMOTT JR<br>CHAIR                       | 6.00                                                                                       | X                                                                                                         |                       | X       |              |                              |        | 0                                                                     | 0                                                                          | 0                                                                                             |
| (2) MS JOHANNA L WRIGHT<br>VICE CHAIR                       | 3.00                                                                                       | X                                                                                                         |                       | X       |              |                              |        | 0                                                                     | 0                                                                          | 0                                                                                             |
| (3) MRS JEWELINE GRIMES<br>SECRETARY                        | 3.00                                                                                       | X                                                                                                         |                       | X       |              |                              |        | 0                                                                     | 0                                                                          | 0                                                                                             |
| (4) REV DR LANEL GUYTON<br>TREASURER                        | 3.00                                                                                       | X                                                                                                         |                       | X       |              |                              |        | 0                                                                     | 0                                                                          | 0                                                                                             |
| (5) DR MARION BOLDEN<br>TRUSTEE                             | 3.00                                                                                       | X                                                                                                         |                       |         |              |                              |        | 0                                                                     | 0                                                                          | 0                                                                                             |
| (6) MS ISABEL CRUZ<br>TRUSTEE                               | 3.00                                                                                       | X                                                                                                         |                       |         |              |                              |        | 0                                                                     | 0                                                                          | 0                                                                                             |
| (7) DR ARNOLD C LEWIS<br>TRUSTEE                            | 3.00                                                                                       | X                                                                                                         |                       |         |              |                              |        | 0                                                                     | 0                                                                          | 0                                                                                             |
| (8) MR JOSEPH MACERI<br>TRUSTEE                             | 3.00                                                                                       | X                                                                                                         |                       |         |              |                              |        | 0                                                                     | 0                                                                          | 0                                                                                             |
| (9) MS CARMEN T MORALES<br>TRUSTEE                          | 3.00                                                                                       | X                                                                                                         |                       |         |              |                              |        | 0                                                                     | 0                                                                          | 0                                                                                             |
| (10) MS BETH ROBINSON<br>TRUSTEE                            | 3.00                                                                                       | X                                                                                                         |                       |         |              |                              |        | 0                                                                     | 0                                                                          | 0                                                                                             |
| (11) MR JOSEPH ZARRA<br>TRUSTEE                             | 3.00                                                                                       | X                                                                                                         |                       |         |              |                              |        | 0                                                                     | 0                                                                          | 0                                                                                             |
| (12) DR ANTHONY MUNROE<br>PRESIDENT                         | 40.00                                                                                      |                                                                                                           |                       | X       |              |                              |        | 223,547                                                               | 0                                                                          | 36,756                                                                                        |
| (13) JAMES PEDERSEN<br>CFO/CONTROLLER (JUL 2018 - JAN 2019) | 40.00                                                                                      |                                                                                                           |                       | X       |              |                              |        | 142,453                                                               | 0                                                                          | 19,913                                                                                        |
| (14) JULIO IZQUIERDO<br>CFO/CONTROLLER (START MAR 2019)     | 40.00                                                                                      |                                                                                                           |                       | X       |              |                              |        | 0                                                                     | 0                                                                          | 0                                                                                             |
| (15) JEFF SHAPIRO<br>DIRECTOR OF FACILITIES                 | 40.00                                                                                      |                                                                                                           |                       |         |              | X                            |        | 251,940                                                               | 0                                                                          | 31,445                                                                                        |
| (16) MOHAMED SEDDIKI<br>EXEC. DEAN/CIO OF ADMIN. & LEARN    | 40.00                                                                                      |                                                                                                           |                       |         |              | X                            |        | 222,175                                                               | 0                                                                          | 54,954                                                                                        |
| (17) ROBERT SPELLMAN<br>PROFESSOR                           | 40.00                                                                                      |                                                                                                           |                       |         |              | X                            |        | 221,479                                                               | 0                                                                          | 34,329                                                                                        |

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

[illegible]

|                                                                |           |   |         |
|----------------------------------------------------------------|-----------|---|---------|
| <b>1b Sub-Total</b>                                            |           |   |         |
| <b>c Total from continuation sheets to Part VII, Section A</b> |           |   |         |
| <b>d Total (add lines 1b and 1c)</b>                           | 1,484,632 | 0 | 237,153 |

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization ► 66

|          |                                                                                                                                                                                                                                               | 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>     | No |
| <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)                                                                                | (B)                             | (C)          |
|------------------------------------------------------------------------------------|---------------------------------|--------------|
| Name and business address                                                          | Description of services         | Compensation |
| INSURANCE MANAGEMENT AND CONSULTING LLC<br>540 MILL STREET<br>BELLEVILLE, NJ 07109 | INSURANCE POLICY SERVICES       | 678,865      |
| JOHNSTON COMMUNICATIONS<br>36 COMMERCE STREET<br>SPRINGFIELD, NJ 07081             | TELECOMMUNICATIONS              | 512,169      |
| MCGRAW-HILL GLOBAL EDUCATION LLC<br>860 TAYLOR STATION ROAD<br>BLACKLICK, OH 43004 | EDUCATIONAL SERVICES            | 280,051      |
| ELLUCIAN COMPANY LP<br>62578 COLLECTIONS CENTER DRIVE<br>CHICAGO, IL 60693         | IT CONSULTING AND SUPPORT       | 258,525      |
| CENGAGE LEARNING<br>27500 DRAKE ROAD<br>FARMINGTON HILLS, MI 48331                 | IT SUPPORT FOR DIGITAL LEARNING | 255,332      |

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 ► 15



Form 990 (2018)

Part VIII

Statement of Revenue

Page 9

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

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | (A)<br>Total revenue                                                                                                                          | (B)<br>Related or<br>exempt<br>function<br>revenue | (C)<br>Unrelated<br>business<br>revenue | (D)<br>Revenue<br>excluded from<br>tax under sections<br>512 - 514 |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |                                                                                      |    |        |                          |        |                                                             |         |  |  |   |                                               |                            |         |  |  |  |   |                                         |         |  |  |         |    |                                                                 |                                               |            |  |  |   |                                                    |  |  |  |  |   |                |  |  |  |  |   |                                |  |  |  |  |    |                                                                                                                                               |  |  |  |  |   |                                   |  |  |  |  |   |                                                      |  |  |  |  |    |                                                                          |  |  |  |  |   |                                   |  |  |  |  |   |                                                     |  |  |  |  |     |                                                                      |         |  |  |  |   |                                      |         |  |  |  |   |                                                      |          |          |  |  |                       |  |               |  |  |  |     |                    |        |         |  |         |   |                |        |         |  |         |   |               |        |       |  |       |   |                             |  |  |  |  |   |                                      |         |  |  |  |    |                                            |            |            |   |         |
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--------------------------------------|--|--|--|--|---|-----------------------------------|--|--|--|--|---|-----------------------------------------------------|--|--|--|--|-----|----------------------------------------------------------------------|---------|--|--|--|---|--------------------------------------|---------|--|--|--|---|------------------------------------------------------|----------|----------|--|--|-----------------------|--|---------------|--|--|--|-----|--------------------|--------|---------|--|---------|---|----------------|--------|---------|--|---------|---|---------------|--------|-------|--|-------|---|-----------------------------|--|--|--|--|---|--------------------------------------|---------|--|--|--|----|--------------------------------------------|------------|------------|---|---------|
| <div>Contributions, Gifts, Grants<br/>and Other Similar Amounts</div> <table><tr><td>1a</td><td>Federated campaigns . . .</td><td>1a</td><td></td><td></td></tr><tr><td>b</td><td>Membership dues . . .</td><td>1b</td><td></td><td></td></tr><tr><td>c</td><td>Fundraising events . . .</td><td>1c</td><td></td><td></td></tr><tr><td>d</td><td>Related organizations</td><td>1d</td><td></td><td></td></tr><tr><td>e</td><td>Government grants (contributions)</td><td>1e</td><td>55,101,647</td><td></td></tr><tr><td>f</td><td>All other contributions, gifts, grants,<br/>and similar amounts not included<br/>above</td><td>1f</td><td>93,275</td><td></td></tr><tr><td>g</td><td colspan="4">Noncash contributions included<br/>in lines 1a - 1f:\$ _____</td></tr><tr><td>h</td><td colspan="4">Total. Add lines 1a-1f . . . . . ▶ 55,194,922</td></tr></table>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                               |                                                    |                                         |                                                                    | 1a      | Federated campaigns . . .                                                                   | 1a            |  |  | b       | Membership dues . . . | 1b                                                   |  |        | c          | Fundraising events . . . | 1c |                       |   | d                    | Related organizations | 1d        |           |             | e        | Government grants (contributions) | 1e               | 55,101,647 |         | f       | All other contributions, gifts, grants,<br>and similar amounts not included<br>above | 1f | 93,275 |                          | g      | Noncash contributions included<br>in lines 1a - 1f:\$ _____ |         |  |  | h | Total. Add lines 1a-1f . . . . . ▶ 55,194,922 |                            |         |  |  |  |   |                                         |         |  |  |         |    |                                                                 |                                               |            |  |  |   |                                                    |  |  |  |  |   |                |  |  |  |  |   |                                |  |  |  |  |    |                                                                                                                                               |  |  |  |  |   |                                   |  |  |  |  |   |                                                      |  |  |  |  |    |                                                                          |  |  |  |  |   |                                   |  |  |  |  |   |                                                     |  |  |  |  |     |                                                                      |         |  |  |  |   |                                      |         |  |  |  |   |                                                      |          |          |  |  |                       |  |               |  |  |  |     |                    |        |         |  |         |   |                |        |         |  |         |   |               |        |       |  |       |   |                             |  |  |  |  |   |                                      |         |  |  |  |    |                                            |            |            |   |         |
| 1a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Federated campaigns . . .                                                                                                                     | 1a                                                 |                                         |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |     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| b                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Membership dues . . .                                                                                                                         | 1b                                                 |                                         |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |     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| c                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Fundraising events . . .                                                                                                                      | 1c                                                 |                                         |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |     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| d                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Related organizations                                                                                                                         | 1d                                                 |                                         |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |     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| e                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Government grants (contributions)                                                                                                             | 1e                                                 | 55,101,647                              |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |     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| f                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | All other contributions, gifts, grants,<br>and similar amounts not included<br>above                                                          | 1f                                                 | 93,275                                  |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |     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| g                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Noncash contributions included<br>in lines 1a - 1f:\$ _____                                                                                   |                                                    |                                         |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |                                                                                      |    |        |                          |        |                                                             |         |  |  |   |                                               |                            |         |  |  |  |   |                                         |         |  |  |         |    |                                                                 |                                               |            |  |  |   |                                                    |  |  |  |  |   |                |  |  |  |  |   |                                |  |  |  |  |    |                                                                                                                                               |  |  |  |  |   |                                   |  |  |  |  |   |                                                      |  |  |  |  |    |                                                                          |  |  |  |  |   |                                   |  |  |  |  |   |                                                     |  |  |  |  |     |                                                                      |         |  |  |  |   |                                      |         |  |  |  |   |                                                      |          |          |  |  |                       |  |               |  |  |  |     |                    |        |         |  |         |   |                |        |         |  |         |   |               |        |       |  |       |   |                             |  |  |  |  |   |                                      |         |  |  |  |    |                                            |            |            |   |         |
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Add lines 1a-1f . . . . . ▶ 55,194,922                                                                                                 |                                                    |                                         |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |                                                                                      |    |        |                          |        |                                                             |         |  |  |   |                                               |                            |         |  |  |  |   |                                         |         |  |  |         |    |                                                                 |                                               |            |  |  |   |                                                    |  |  |  |  |   |                |  |  |  |  |   |                                |  |  |  |  |    |                                                                                                                                               |  |  |  |  |   |                                   |  |  |  |  |   |                                                      |  |  |  |  |    |                                                                          |  |  |  |  |   |                                   |  |  |  |  |   |                                                     |  |  |  |  |     |                                                                      |         |  |  |  |   |                                      |         |  |  |  |   |                                                      |          |          |  |  |                       |  |               |  |  |  |     |                    |        |         |  |         |   |                |        |         |  |         |   |               |        |       |  |       |   |                             |  |  |  |  |   |                                      |         |  |  |  |    |                                            |            |            |   |         |
| <div>Program Service Revenue</div> <table><tr><td>2a</td><td>TUITION AND FEES</td><td>Business Code</td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td>611310</td><td>32,795,043</td><td>32,795,043</td><td></td><td></td></tr><tr><td>b</td><td>CHARGES FOR SERVICES</td><td>611310</td><td>4,056,353</td><td>4,056,353</td><td></td><td></td></tr><tr><td>c</td><td>FEES FOR TESTING</td><td>611310</td><td>358,100</td><td>358,100</td><td></td><td></td></tr><tr><td>d</td><td>STUDENT SUPPORT SERVICES</td><td>611310</td><td>317,516</td><td>317,516</td><td></td><td></td></tr><tr><td>e</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>f</td><td colspan="6">All other program service revenue.</td></tr><tr><td>g</td><td colspan="6">Total. Add lines 2a-2f . . . . . ▶ 37,527,012</td></tr></table>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                               |                                                    |                                         |                                                                    | 2a      | TUITION AND FEES                                                                            | Business Code |  |  |         |                       |                                                      |  | 611310 | 32,795,043 | 32,795,043               |    |                       | b | CHARGES FOR SERVICES | 611310                | 4,056,353 | 4,056,353 |             |          | c                                 | FEES FOR TESTING | 611310     | 358,100 | 358,100 |                                                                                      |    | d      | STUDENT SUPPORT SERVICES | 611310 | 317,516                                                     | 317,516 |  |  | e |                                               |                            |         |  |  |  | f | All other program service revenue.      |         |  |  |         |    | g                                                               | Total. Add lines 2a-2f . . . . . ▶ 37,527,012 |            |  |  |   |                                                    |  |  |  |  |   |                |  |  |  |  |   |                                |  |  |  |  |    |                                                                                                                                               |  |  |  |  |   |                                   |  |  |  |  |   |                                                      |  |  |  |  |    |                                                                          |  |  |  |  |   |                                   |  |  |  |  |   |                                                     |  |  |  |  |     |                                                                      |         |  |  |  |   |                                      |         |  |  |  |   |                                                      |          |          |  |  |                       |  |               |  |  |  |     |                    |        |         |  |         |   |                |        |         |  |         |   |               |        |       |  |       |   |                             |  |  |  |  |   |                                      |         |  |  |  |    |                                            |            |            |   |         |
| 2a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | TUITION AND FEES                                                                                                                              | Business Code                                      |                                         |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |     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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                               | 611310                                             | 32,795,043                              | 32,795,043                                                         |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |     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| b                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | CHARGES FOR SERVICES                                                                                                                          | 611310                                             | 4,056,353                               | 4,056,353                                                          |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |     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| c                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | FEES FOR TESTING                                                                                                                              | 611310                                             | 358,100                                 | 358,100                                                            |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |     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| d                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | STUDENT SUPPORT SERVICES                                                                                                                      | 611310                                             | 317,516                                 | 317,516                                                            |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |     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| e                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      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| f                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | All other program service revenue.                                                                                                            |                                                    |                                         |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |     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| g                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Total. Add lines 2a-2f . . . . . ▶ 37,527,012                                                                                                 |                                                    |                                         |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |                                                                                      |    |        |                          |        |                                                             |         |  |  |   |                                               |                            |         |  |  |  |   |                                         |         |  |  |         |    |                                                                 |                                               |            |  |  |   |                                                    |  |  |  |  |   |                |  |  |  |  |   |                                |  |  |  |  |    |                                                                                                                                               |  |  |  |  |   |                                   |  |  |  |  |   |                                                      |  |  |  |  |    |                                                                          |  |  |  |  |   |                                   |  |  |  |  |   |                                                     |  |  |  |  |     |                                                                      |         |  |  |  |   |                                      |         |  |  |  |   |                                                      |          |          |  |  |                       |  |               |  |  |  |     |                    |        |         |  |         |   |                |        |         |  |         |   |               |        |       |  |       |   |                             |  |  |  |  |   |                                      |         |  |  |  |    |                                            |            |            |   |         |
| <div>Other Revenue</div> <table><tr><td>3</td><td>Investment income (including dividends, interest, and other<br/>similar amounts) . . . . . ▶</td><td>234,102</td><td></td><td></td><td>234,102</td></tr><tr><td>4</td><td>Income from investment of tax-exempt bond proceeds ▶</td><td></td><td></td><td></td><td></td></tr><tr><td>5</td><td>Royalties . . . . . ▶</td><td></td><td></td><td></td><td></td></tr><tr><td>6a</td><td>Gross rents</td><td>(i) Real</td><td>(ii) Personal</td><td></td><td></td></tr><tr><td></td><td></td><td>243,817</td><td></td><td></td><td></td></tr><tr><td>b</td><td>Less: rental expenses</td><td>0</td><td></td><td></td><td></td></tr><tr><td>c</td><td>Rental income or<br/>(loss)</td><td>243,817</td><td></td><td></td><td></td></tr><tr><td>d</td><td>Net rental income or (loss) . . . . . ▶</td><td>243,817</td><td></td><td></td><td>243,817</td></tr><tr><td>7a</td><td>Gross amount<br/>from sales of<br/>assets other<br/>than inventory</td><td>(i) Securities</td><td>(ii) Other</td><td></td><td></td></tr><tr><td>b</td><td>Less: cost or<br/>other basis and<br/>sales expenses</td><td></td><td></td><td></td><td></td></tr><tr><td>c</td><td>Gain or (loss)</td><td></td><td></td><td></td><td></td></tr><tr><td>d</td><td>Net gain or (loss) . . . . . ▶</td><td></td><td></td><td></td><td></td></tr><tr><td>8a</td><td>Gross income from fundraising events<br/>(not including \$ _____ of<br/>contributions reported on line 1c).<br/>See Part IV, line 18 . . . . . a</td><td></td><td></td><td></td><td></td></tr><tr><td>b</td><td>Less: direct expenses . . . . . b</td><td></td><td></td><td></td><td></td></tr><tr><td>c</td><td>Net income or (loss) from fundraising events . . . ▶</td><td></td><td></td><td></td><td></td></tr><tr><td>9a</td><td>Gross income from gaming activities.<br/>See Part IV, line 19 . . . . . a</td><td></td><td></td><td></td><td></td></tr><tr><td>b</td><td>Less: direct expenses . . . . . b</td><td></td><td></td><td></td><td></td></tr><tr><td>c</td><td>Net income or (loss) from gaming activities . . . ▶</td><td></td><td></td><td></td><td></td></tr><tr><td>10a</td><td>Gross sales of inventory, less<br/>returns and allowances . . . . . a</td><td>205,881</td><td></td><td></td><td></td></tr><tr><td>b</td><td>Less: cost of goods sold . . . . . b</td><td>356,387</td><td></td><td></td><td></td></tr><tr><td>c</td><td>Net income or (loss) from sales of inventory . . . ▶</td><td>-150,506</td><td>-150,506</td><td></td><td></td></tr><tr><td colspan="2">Miscellaneous Revenue</td><td>Business Code</td><td></td><td></td><td></td></tr><tr><td>11a</td><td>INSURANCE PROCEEDS</td><td>524298</td><td>330,647</td><td></td><td>330,647</td></tr><tr><td>b</td><td>VENDING INCOME</td><td>900099</td><td>120,083</td><td></td><td>120,083</td></tr><tr><td>c</td><td>MISCELLANEOUS</td><td>900099</td><td>5,447</td><td></td><td>5,447</td></tr><tr><td>d</td><td>All other revenue . . . . .</td><td></td><td></td><td></td><td></td></tr><tr><td>e</td><td>Total. Add lines 11a-11d . . . . . ▶</td><td>456,177</td><td></td><td></td><td></td></tr><tr><td>12</td><td>Total revenue. See Instructions. . . . . ▶</td><td>93,505,524</td><td>37,376,506</td><td>0</td><td>934,096</td></tr></table> |                                                                                                                                               |                                                    |                                         |                                                                    | 3       | Investment income (including dividends, interest, and other<br>similar amounts) . . . . . ▶ | 234,102       |  |  | 234,102 | 4                     | Income from investment of tax-exempt bond proceeds ▶ |  |        |            |                          | 5  | Royalties . . . . . ▶ |   |                      |                       |           | 6a        | Gross rents | (i) Real | (ii) Personal                     |                  |            |         |         | 243,817                                                                              |    |        |                          | b      | Less: rental expenses                                       | 0       |  |  |   | c                                             | Rental income or<br>(loss) | 243,817 |  |  |  | d | Net rental income or (loss) . . . . . ▶ | 243,817 |  |  | 243,817 | 7a | Gross amount<br>from sales of<br>assets other<br>than inventory | (i) Securities                                | (ii) Other |  |  | b | Less: cost or<br>other basis and<br>sales expenses |  |  |  |  | c | Gain or (loss) |  |  |  |  | d | Net gain or (loss) . . . . . ▶ |  |  |  |  | 8a | Gross income from fundraising events<br>(not including \$ _____ of<br>contributions reported on line 1c).<br>See Part IV, line 18 . . . . . a |  |  |  |  | b | Less: direct expenses . . . . . b |  |  |  |  | c | Net income or (loss) from fundraising events . . . ▶ |  |  |  |  | 9a | Gross income from gaming activities.<br>See Part IV, line 19 . . . . . a |  |  |  |  | b | Less: direct expenses . . . . . b |  |  |  |  | c | Net income or (loss) from gaming activities . . . ▶ |  |  |  |  | 10a | Gross sales of inventory, less<br>returns and allowances . . . . . a | 205,881 |  |  |  | b | Less: cost of goods sold . . . . . b | 356,387 |  |  |  | c | Net income or (loss) from sales of inventory . . . ▶ | -150,506 | -150,506 |  |  | Miscellaneous Revenue |  | Business Code |  |  |  | 11a | INSURANCE PROCEEDS | 524298 | 330,647 |  | 330,647 | b | VENDING INCOME | 900099 | 120,083 |  | 120,083 | c | MISCELLANEOUS | 900099 | 5,447 |  | 5,447 | d | All other revenue . . . . . |  |  |  |  | e | Total. Add lines 11a-11d . . . . . ▶ | 456,177 |  |  |  | 12 | Total revenue. See Instructions. . . . . ▶ | 93,505,524 | 37,376,506 | 0 | 934,096 |
| 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Investment income (including dividends, interest, and other<br>similar amounts) . . . . . ▶                                                   | 234,102                                            |                                         |                                                                    | 234,102 |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |     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                                                                                                                                                                                                           | Gross amount<br>from sales of<br>assets other<br>than inventory                                                                               | (i) Securities                                     | (ii) Other                              |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |     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| 8a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Gross income from fundraising events<br>(not including \$ _____ of<br>contributions reported on line 1c).<br>See Part IV, line 18 . . . . . a |                                                    |                                         |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |     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                                                                                                                                                                                                           | Less: direct expenses . . . . . b                                                                                                             |                                                    |                                         |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |     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                                                                                                                                                                                                           | Net income or (loss) from fundraising events . . . ▶                                                                                          |                                                    |                                         |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |     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| 9a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Gross income from gaming activities.<br>See Part IV, line 19 . . . . . a                                                                      |                                                    |                                         |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |                                                                                      |    |        |                          |        |                                                             |         |  |  |   |                                               |                            |         |  |  |  |   |                                         |         |  |  |         |    |                                                                 |                                               |            |  |  |   |                                                    |  |  |  |  |   |                |  |  |  |  |   |                                |  |  |  |  |    |                                                                                                                                               |  |  |  |  |   |                                   |  |  |  |  |   |                                                      |  |  |  |  |    |                                         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| b                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Less: direct expenses . . . . . b                                                                                                             |                                                    |                                         |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |                                                                                      |    |        |                          |        |                                                             |         |  |  |   |                                               |                            |         |  |  |  |   |                                         |         |  |  |         |    |                                                                 |                                               |            |  |  |   |                                                    |  |  |  |  |   |                |  |  |  |  |   |                                |  |  |  |  |    |                                                                                                                                               |  |  |  |  |   |                                   |  |  |  |  |   |                                                      |  |  |  |  |    |                                         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| c                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Net income or (loss) from gaming activities . . . ▶                                                                                           |                                                    |                                         |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |                                                                                      |    |        |                          |        |                                                             |         |  |  |   |                                               |                            |         |  |  |  |   |                                         |         |  |  |         |    |                                                                 |                                               |            |  |  |   |                                                    |  |  |  |  |   |                |  |  |  |  |   |                                |  |  |  |  |    |                                                                                                                                               |  |  |  |  |   |                                   |  |  |  |  |   |                                                      |  |  |  |  |    |                                         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| 10a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Gross sales of inventory, less<br>returns and allowances . . . . . a                                                                          | 205,881                                            |                                         |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |                                                                                      |    |        |                          |        |                                                             |         |  |  |   |                                               |                            |         |  |  |  |   |                                         |         |  |  |         |    |                                                                 |                                               |            |  |  |   |                                                    |  |  |  |  |   |                |  |  |  |  |   |                                |  |  |  |  |    |                                                                                                                                               |  |  |  |  |   |                                   |  |  |  |  |   |                                                      |  |  |  |  |    |                                         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| b                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Less: cost of goods sold . . . . . b                                                                                                          | 356,387                                            |                                         |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |                                                                                      |    |        |                          |        |                                                             |         |  |  |   |                                               |                            |         |  |  |  |   |                                         |         |  |  |         |    |                                                                 |                                               |            |  |  |   |                                                    |  |  |  |  |   |                |  |  |  |  |   |                                |  |  |  |  |    |                                                                                                                                               |  |  |  |  |   |                                   |  |  |  |  |   |                                                      |  |  |  |  |    |                                         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| c                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Net income or (loss) from sales of inventory . . . ▶                                                                                          | -150,506                                           | -150,506                                |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |                                                                                      |    |        |                          |        |                                                             |         |  |  |   |                                               |                            |         |  |  |  |   |                                         |         |  |  |         |    |                                                                 |                                               |            |  |  |   |                                                    |  |  |  |  |   |                |  |  |  |  |   |                                |  |  |  |  |    |                                                                                                                                               |  |  |  |  |   |                                   |  |  |  |  |   |                                                      |  |  |  |  |    |                                         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| Miscellaneous Revenue                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                               | Business Code                                      |                                         |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |                                                                                      |    |        |                          |        |                                                             |         |  |  |   |                                               |                            |         |  |  |  |   |                                         |         |  |  |         |    |                                                                 |                                               |            |  |  |   |                                                    |  |  |  |  |   |                |  |  |  |  |   |                                |  |  |  |  |    |                                                                                                                                               |  |  |  |  |   |                                   |  |  |  |  |   |                                                      |  |  |  |  |    |                                                                          |  |  |  |  |   |                                   |  |  |  |  |   |                                                     |  |  |  |  |     |                                                                      |         |  |  |  |   |                                      |         |  |  |  |   |                                                      |          |          |  |  |                       |  |               |  |  |  |     |                    |        |         |  |         |   |                |        |         |  |         |   |               |        |       |  |       |   |                             |  |  |  |  |   |                                      |         |  |  |  |    |                                            |            |            |   |         |
| 11a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | INSURANCE PROCEEDS                                                                                                                            | 524298                                             | 330,647                                 |                                                                    | 330,647 |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |                                                                                      |    |        |                          |        |                                                             |         |  |  |   |                                               |                            |         |  |  |  |   |                                         |         |  |  |         |    |                                                                 |                                               |            |  |  |   |                                                    |  |  |  |  |   |                |  |  |  |  |   |                                |  |  |  |  |    |                                                                                                                                               |  |  |  |  |   |                                   |  |  |  |  |   |                                                      |  |  |  |  |    |                                         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| b                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | VENDING INCOME                                                                                                                                | 900099                                             | 120,083                                 |                                                                    | 120,083 |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |                                                                                      |    |        |                          |        |                                                             |         |  |  |   |                                               |                            |         |  |  |  |   |                                         |         |  |  |         |    |                                                                 |                                               |            |  |  |   |                                                    |  |  |  |  |   |                |  |  |  |  |   |                                |  |  |  |  |    |                                                                                                                                               |  |  |  |  |   |                                   |  |  |  |  |   |                                                      |  |  |  |  |    |                                         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| c                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | MISCELLANEOUS                                                                                                                                 | 900099                                             | 5,447                                   |                                                                    | 5,447   |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |                                                                                      |    |        |                          |        |                                                             |         |  |  |   |                                               |                            |         |  |  |  |   |                                         |         |  |  |         |    |                                                                 |                                               |            |  |  |   |                                                    |  |  |  |  |   |                |  |  |  |  |   |                                |  |  |  |  |    |                                                                                                                                               |  |  |  |  |   |                                   |  |  |  |  |   |                                                      |  |  |  |  |    |                                         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| d                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | All other revenue . . . . .                                                                                                                   |                                                    |                                         |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |                                                                                      |    |        |                          |        |                                                             |         |  |  |   |                                               |                            |         |  |  |  |   |                                         |         |  |  |         |    |                                                                 |                                               |            |  |  |   |                                                    |  |  |  |  |   |                |  |  |  |  |   |                                |  |  |  |  |    |                                                                                                                                               |  |  |  |  |   |                                   |  |  |  |  |   |                                                      |  |  |  |  |    |                                                                          |  |  |  |  |   |                                   |  |  |  |  |   |                                                     |  |  |  |  |     |                                                                      |         |  |  |  |   |                                      |         |  |  |  |   |                                                      |          |          |  |  |                       |  |               |  |  |  |     |                    |        |         |  |         |   |                |        |         |  |         |   |               |        |       |  |       |   |                             |  |  |  |  |   |                                      |         |  |  |  |    |                                            |            |            |   |         |
| e                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Total. Add lines 11a-11d . . . . . ▶                                                                                                          | 456,177                                            |                                         |                                                                    |         |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |                                                                                      |    |        |                          |        |                                                             |         |  |  |   |                                               |                            |         |  |  |  |   |                                         |         |  |  |         |    |                                                                 |                                               |            |  |  |   |                                                    |  |  |  |  |   |                |  |  |  |  |   |                                |  |  |  |  |    |                                                                                                                                               |  |  |  |  |   |                                   |  |  |  |  |   |                                                      |  |  |  |  |    |                                                                          |  |  |  |  |   |                                   |  |  |  |  |   |                                                     |  |  |  |  |     |                                                                      |         |  |  |  |   |                                      |         |  |  |  |   |                                                      |          |          |  |  |                       |  |               |  |  |  |     |                    |        |         |  |         |   |                |        |         |  |         |   |               |        |       |  |       |   |                             |  |  |  |  |   |                                      |         |  |  |  |    |                                            |            |            |   |         |
| 12                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Total revenue. See Instructions. . . . . ▶                                                                                                    | 93,505,524                                         | 37,376,506                              | 0                                                                  | 934,096 |                                                                                             |               |  |  |         |                       |                                                      |  |        |            |                          |    |                       |   |                      |                       |           |           |             |          |                                   |                  |            |         |         |                                                                                      |    |        |                          |        |                                                             |         |  |  |   |                                               |                            |         |  |  |  |   |                                         |         |  |  |         |    |                                                                 |                                               |            |  |  |   |                                                    |  |  |  |  |   |                |  |  |  |  |   |                                |  |  |  |  |    |                                                                                                                                               |  |  |  |  |   |                                   |  |  |  |  |   |                                                      |  |  |  |  |    |                                                                          |  |  |  |  |   |                                   |  |  |  |  |   |                                                     |  |  |  |  |     |                                                                      |         |  |  |  |   |                                      |         |  |  |  |   |                                                      |          |          |  |  |                       |  |               |  |  |  |     |                    |        |         |  |         |   |                |        |         |  |         |   |               |        |       |  |       |   |                             |  |  |  |  |   |                                      |         |  |  |  |    |                                            |            |            |   |         |

Form 990 (2018)

**Part IX Statement of Functional Expenses**

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

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

|                                                                                                                                                                                                                                                      | (A)<br>Total expenses | (B)<br>Program service expenses | (C)<br>Management and general expenses | (D)<br>Fundraising expenses |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------------------------------|----------------------------------------|-----------------------------|
| <b>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</b>                                                                                                                                                                |                       |                                 |                                        |                             |
| <b>1</b> Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21                                                                                                                                        |                       |                                 |                                        |                             |
| <b>2</b> Grants and other assistance to domestic individuals. See Part IV, line 22                                                                                                                                                                   | 24,834,585            | 24,834,585                      |                                        |                             |
| <b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, line 15 and 16.                                                                                                            |                       |                                 |                                        |                             |
| <b>4</b> Benefits paid to or for members                                                                                                                                                                                                             |                       |                                 |                                        |                             |
| <b>5</b> Compensation of current officers, directors, trustees, and key employees . . . . .                                                                                                                                                          | 421,406               | 275,408                         | 145,998                                |                             |
| <b>6</b> Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .                                                                                     |                       |                                 |                                        |                             |
| <b>7</b> Other salaries and wages                                                                                                                                                                                                                    | 38,447,035            | 27,013,455                      | 11,433,580                             |                             |
| <b>8</b> Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions) . . . . .                                                                                                                               | 1,794,261             |                                 | 1,794,261                              |                             |
| <b>9</b> Other employee benefits . . . . .                                                                                                                                                                                                           | 9,431,569             | 7,312,533                       | 2,119,036                              |                             |
| <b>10</b> Payroll taxes . . . . .                                                                                                                                                                                                                    | 3,252,970             | 1,973,546                       | 1,279,424                              |                             |
| <b>11</b> Fees for services (non-employees):                                                                                                                                                                                                         |                       |                                 |                                        |                             |
| <b>a</b> Management . . . . .                                                                                                                                                                                                                        |                       |                                 |                                        |                             |
| <b>b</b> Legal . . . . .                                                                                                                                                                                                                             | 696,956               |                                 | 696,956                                |                             |
| <b>c</b> Accounting . . . . .                                                                                                                                                                                                                        | 167,927               |                                 | 167,927                                |                             |
| <b>d</b> Lobbying . . . . .                                                                                                                                                                                                                          |                       |                                 |                                        |                             |
| <b>e</b> Professional fundraising services. See Part IV, line 17                                                                                                                                                                                     |                       |                                 |                                        |                             |
| <b>f</b> Investment management fees . . . . .                                                                                                                                                                                                        |                       |                                 |                                        |                             |
| <b>g</b> Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O)                                                                                                                                  | 908,580               | 398,977                         | 509,603                                |                             |
| <b>12</b> Advertising and promotion . . . . .                                                                                                                                                                                                        | 340,833               | 225,971                         | 114,862                                |                             |
| <b>13</b> Office expenses . . . . .                                                                                                                                                                                                                  | 1,422,408             | 696,543                         | 725,865                                |                             |
| <b>14</b> Information technology . . . . .                                                                                                                                                                                                           | 1,468,288             | 63,830                          | 1,404,458                              |                             |
| <b>15</b> Royalties . . . . .                                                                                                                                                                                                                        | 4,847                 |                                 | 4,847                                  |                             |
| <b>16</b> Occupancy . . . . .                                                                                                                                                                                                                        | 2,444,404             | 312,064                         | 2,132,340                              |                             |
| <b>17</b> Travel . . . . .                                                                                                                                                                                                                           | 567,817               | 163,909                         | 403,908                                |                             |
| <b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .                                                                                                                                   |                       |                                 |                                        |                             |
| <b>19</b> Conferences, conventions, and meetings . . . . .                                                                                                                                                                                           | 1,826,385             | 1,668,523                       | 157,862                                |                             |
| <b>20</b> Interest . . . . .                                                                                                                                                                                                                         | 127,636               |                                 | 127,636                                |                             |
| <b>21</b> Payments to affiliates . . . . .                                                                                                                                                                                                           |                       |                                 |                                        |                             |
| <b>22</b> Depreciation, depletion, and amortization . . . . .                                                                                                                                                                                        | 3,661,838             |                                 | 3,661,838                              |                             |
| <b>23</b> Insurance . . . . .                                                                                                                                                                                                                        | 1,059,344             | 10,053                          | 1,049,291                              |                             |
| <b>24</b> 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.)                                          |                       |                                 |                                        |                             |
| <b>a</b> BOOKSTORE                                                                                                                                                                                                                                   | 2,604,786             | 214,613                         | 2,390,173                              |                             |
| <b>b</b> WAIVERS AND APPEALS                                                                                                                                                                                                                         | 2,541,804             | 2,541,804                       | 0                                      |                             |
| <b>c</b> EQUIPMENT                                                                                                                                                                                                                                   | 1,412,744             | 105,259                         | 1,307,485                              |                             |
| <b>d</b> STUDENT RELATED                                                                                                                                                                                                                             | 717,658               | 131,579                         | 586,079                                |                             |
| <b>e</b> All other expenses                                                                                                                                                                                                                          | 613,146               | 531,447                         | 81,699                                 |                             |
| <b>25</b> Total functional expenses. Add lines 1 through 24e                                                                                                                                                                                         | 100,769,227           | 68,474,099                      | 32,295,128                             | 0                           |
| <b>26</b> Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.<br>Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720). |                       |                                 |                                        |                             |

**Part X Balance Sheet**Check if Schedule O contains a response or note to any line in this Part IX . . . . . ☐

|                                    |                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                        | (A)<br>Beginning of year |             | (B)<br>End of year |
|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------|--------------------|
| <b>Assets</b>                      | <b>1</b>                                                                                                                                                     | Cash—non-interest-bearing . . . . .                                                                                                                                                                                                                                                                                                    | 16,413,756               | <b>1</b>    | 12,281,857         |
|                                    | <b>2</b>                                                                                                                                                     | Savings and temporary cash investments . . . . .                                                                                                                                                                                                                                                                                       | 4,894,681                | <b>2</b>    | 4,399,816          |
|                                    | <b>3</b>                                                                                                                                                     | Pledges and grants receivable, net . . . . .                                                                                                                                                                                                                                                                                           | 13,674,898               | <b>3</b>    | 24,130,749         |
|                                    | <b>4</b>                                                                                                                                                     | Accounts receivable, net . . . . .                                                                                                                                                                                                                                                                                                     | 1,291,748                | <b>4</b>    | 2,039,609          |
|                                    | <b>5</b>                                                                                                                                                     | Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L . . . . .                                                                                                                                                          |                          | <b>5</b>    |                    |
|                                    | <b>6</b>                                                                                                                                                     | 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 . . . . . |                          | <b>6</b>    |                    |
|                                    | <b>7</b>                                                                                                                                                     | Notes and loans receivable, net . . . . .                                                                                                                                                                                                                                                                                              |                          | <b>7</b>    |                    |
|                                    | <b>8</b>                                                                                                                                                     | Inventories for sale or use . . . . .                                                                                                                                                                                                                                                                                                  | 1,430,998                | <b>8</b>    | 15,937             |
|                                    | <b>9</b>                                                                                                                                                     | Prepaid expenses and deferred charges . . . . .                                                                                                                                                                                                                                                                                        | 260,652                  | <b>9</b>    | 70,896             |
|                                    | <b>10a</b>                                                                                                                                                   | Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D                                                                                                                                                                                                                                                    | 192,868,275              |             |                    |
|                                    | <b>b</b>                                                                                                                                                     | Less: accumulated depreciation                                                                                                                                                                                                                                                                                                         | 95,777,085               |             |                    |
|                                    |                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                        | 99,037,042               | <b>10c</b>  | 97,091,190         |
|                                    | <b>11</b>                                                                                                                                                    | Investments—publicly traded securities . . . . .                                                                                                                                                                                                                                                                                       | 2,733,709                | <b>11</b>   | 2,828,954          |
|                                    | <b>12</b>                                                                                                                                                    | Investments—other securities. See Part IV, line 11 . . . . .                                                                                                                                                                                                                                                                           |                          | <b>12</b>   |                    |
|                                    | <b>13</b>                                                                                                                                                    | Investments—program-related. See Part IV, line 11 . . . . .                                                                                                                                                                                                                                                                            |                          | <b>13</b>   |                    |
|                                    | <b>14</b>                                                                                                                                                    | Intangible assets . . . . .                                                                                                                                                                                                                                                                                                            |                          | <b>14</b>   |                    |
| <b>15</b>                          | Other assets. See Part IV, line 11 . . . . .                                                                                                                 | 20,892,893                                                                                                                                                                                                                                                                                                                             | <b>15</b>                | 14,818,061  |                    |
| <b>16</b>                          | <b>Total assets.</b> Add lines 1 through 15 (must equal line 34) . . . . .                                                                                   | 160,630,377                                                                                                                                                                                                                                                                                                                            | <b>16</b>                | 157,677,069 |                    |
| <b>Liabilities</b>                 | <b>17</b>                                                                                                                                                    | Accounts payable and accrued expenses . . . . .                                                                                                                                                                                                                                                                                        | 12,084,079               | <b>17</b>   | 10,998,006         |
|                                    | <b>18</b>                                                                                                                                                    | Grants payable . . . . .                                                                                                                                                                                                                                                                                                               |                          | <b>18</b>   |                    |
|                                    | <b>19</b>                                                                                                                                                    | Deferred revenue . . . . .                                                                                                                                                                                                                                                                                                             | 1,725,398                | <b>19</b>   | 13,843,988         |
|                                    | <b>20</b>                                                                                                                                                    | Tax-exempt bond liabilities . . . . .                                                                                                                                                                                                                                                                                                  | 2,711,282                | <b>20</b>   | 2,375,955          |
|                                    | <b>21</b>                                                                                                                                                    | Escrow or custodial account liability. Complete Part IV of Schedule D                                                                                                                                                                                                                                                                  |                          | <b>21</b>   |                    |
|                                    | <b>22</b>                                                                                                                                                    | 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 . . . . .                                                                                                                                         |                          | <b>22</b>   |                    |
|                                    | <b>23</b>                                                                                                                                                    | Secured mortgages and notes payable to unrelated third parties . . . . .                                                                                                                                                                                                                                                               |                          | <b>23</b>   |                    |
|                                    | <b>24</b>                                                                                                                                                    | Unsecured notes and loans payable to unrelated third parties . . . . .                                                                                                                                                                                                                                                                 |                          | <b>24</b>   |                    |
|                                    | <b>25</b>                                                                                                                                                    | 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                                                                                                                                                                | 102,045,955              | <b>25</b>   | 95,568,995         |
|                                    | <b>26</b>                                                                                                                                                    | <b>Total liabilities.</b> Add lines 17 through 25 . . . . .                                                                                                                                                                                                                                                                            | 118,566,714              | <b>26</b>   | 122,786,944        |
| <b>Net Assets or Fund Balances</b> | <b>Organizations that follow SFAS 117 (ASC 958), check here ► <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.</b> |                                                                                                                                                                                                                                                                                                                                        |                          |             |                    |
|                                    | <b>27</b>                                                                                                                                                    | Unrestricted net assets                                                                                                                                                                                                                                                                                                                | -69,105,068              | <b>27</b>   | -74,161,529        |
|                                    | <b>28</b>                                                                                                                                                    | Temporarily restricted net assets . . . . .                                                                                                                                                                                                                                                                                            | 111,168,731              | <b>28</b>   | 109,051,654        |
|                                    | <b>29</b>                                                                                                                                                    | Permanently restricted net assets                                                                                                                                                                                                                                                                                                      |                          | <b>29</b>   |                    |
|                                    | <b>Organizations that do not follow SFAS 117 (ASC 958), check here ► <input type="checkbox"/> and complete lines 30 through 34.</b>                          |                                                                                                                                                                                                                                                                                                                                        |                          |             |                    |
|                                    | <b>30</b>                                                                                                                                                    | Capital stock or trust principal, or current funds . . . . .                                                                                                                                                                                                                                                                           |                          | <b>30</b>   |                    |
|                                    | <b>31</b>                                                                                                                                                    | Paid-in or capital surplus, or land, building or equipment fund . . . . .                                                                                                                                                                                                                                                              |                          | <b>31</b>   |                    |
|                                    | <b>32</b>                                                                                                                                                    | Retained earnings, endowment, accumulated income, or other funds                                                                                                                                                                                                                                                                       |                          | <b>32</b>   |                    |
| <b>33</b>                          | <b>Total net assets or fund balances</b> . . . . .                                                                                                           | 42,063,663                                                                                                                                                                                                                                                                                                                             | <b>33</b>                | 34,890,125  |                    |
| <b>34</b>                          | <b>Total liabilities and net assets/fund balances</b> . . . . .                                                                                              | 160,630,377                                                                                                                                                                                                                                                                                                                            | <b>34</b>                | 157,677,069 |                    |

**Part XI Reconciliation of Net Assets**Check if Schedule O contains a response or note to any line in this Part XI ☐

|           |                                                                                                                |           |             |
|-----------|----------------------------------------------------------------------------------------------------------------|-----------|-------------|
| <b>1</b>  | Total revenue (must equal Part VIII, column (A), line 12)                                                      | <b>1</b>  | 93,505,524  |
| <b>2</b>  | Total expenses (must equal Part IX, column (A), line 25)                                                       | <b>2</b>  | 100,769,227 |
| <b>3</b>  | Revenue less expenses. Subtract line 2 from line 1                                                             | <b>3</b>  | -7,263,703  |
| <b>4</b>  | Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))                      | <b>4</b>  | 42,063,663  |
| <b>5</b>  | Net unrealized gains (losses) on investments                                                                   | <b>5</b>  | 90,165      |
| <b>6</b>  | Donated services and use of facilities                                                                         | <b>6</b>  |             |
| <b>7</b>  | Investment expenses                                                                                            | <b>7</b>  |             |
| <b>8</b>  | Prior period adjustments                                                                                       | <b>8</b>  |             |
| <b>9</b>  | Other changes in net assets or fund balances (explain in Schedule O)                                           | <b>9</b>  | 0           |
| <b>10</b> | Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B)) | <b>10</b> | 34,890,125  |

**Part XII Financial Statements and Reporting**Check if Schedule O contains a response or note to any line in this Part XII ☐

|                                                                                                                                                                                                                                                                                                                                                                                                                                     | Yes | No |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| <b>1</b> Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____<br>If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.                                                                                                                                        |     |    |
| <b>2a</b> Were the organization's financial statements compiled or reviewed by an independent accountant?<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 |     | No |
| <b>b</b> 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                 | Yes |    |
| <b>c</b> 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.                                                                     | Yes |    |
| <b>3a</b> As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?                                                                                                                                                                                                                                                                  | Yes |    |
| <b>b</b> If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.                                                                                                                                                                                                      | Yes |    |

# Additional Data

**Software ID:**  
**Software Version:**  
**EIN:** 22-1821292  
**Name:** BOARD OF TRUSTEES OF ESSEX COUNTY  
COLLEGE

Form 990 (2018)

**Form 990, Part III, Line 4a:**

STUDENT SERVICES, SCHOLARSHIP AND FELLOWSHIPS:STUDENT SERVICES - THE COLLEGE PROVIDES SERVICES TO STUDENTS WHICH INCLUDE ADMISSION, REGISTRATION, FINANCIAL AID AND COUNSELING. ENROLLMENT SERVICES PROVIDED AT THE COLLEGE ARE ADMISSIONS, TRANSCRIPT EVALUATIONS, INTERNATIONAL STUDENT ADMISSION, REGISTRATION, ADD/DROP, CLASS WITHDRAWAL, GRADES POSTING, TRANSCRIPTS ISSUANCE, COUNTY CHARGEBACKS ISSUANCE, ENROLLMENT & DEGREE VERIFICATION, VETERANS CERTIFICATIONS, STUDENT RECORD CHANGES, DEGREE AUDITS, GRADUATION CERTIFICATIONS, COMMENCEMENT INFORMATION, AND DIPLOMA ISSUANCE.SCHOLARSHIP AND FELLOWSHIPS - THE COLLEGE PARTICIPATES IN FEDERAL AND STATE FUNDED PROGRAMS. APPROXIMATELY 56% OF THE UNDUPLICATED STUDENT ENROLLMENT RECEIVED STUDENT AID ASSISTANCE DURING FISCAL YEAR 2019. FEDERAL AND STATE GRANTS EXPENDED FOR STUDENT FINANCIAL AID IN 2019 AMOUNTED TO \$20,065,662 AND \$4,900,502, RESPECTIVELY.

**Form 990, Part III, Line 4b:**

INSTRUCTION - THE COLLEGE BELIEVES IN CREATING A LEARNING ENVIRONMENT THAT FOSTERS HIGH EXPECTATIONS FOR ACHIEVEMENT. THE COLLEGE IS COMMITTED TO RIGOROUS ACADEMIC STANDARDS, FACULTY EXCELLENCE, AND RESPONSIVE SUPPORT SERVICES THAT ENABLE STUDENTS TO REACH THEIR FULL ACADEMIC, PROFESSIONAL AND PERSONAL POTENTIAL. THE COLLEGE PROVIDES EXCELLENT PROGRAMS THAT UTILIZE TECHNOLOGY, DEMONSTRATE INNOVATION, AND UNDERGO EVALUATION TO ENSURE CONSISTENT AND OUTSTANDING PERFORMANCE. THE COLLEGE OFFERS A WIDE RANGE OF ASSOCIATE DEGREE PROGRAMS, ACADEMIC CERTIFICATE PROGRAMS, AND CERTIFICATES OF COMPLETION. DURING FISCAL YEAR 2019, THE COLLEGE OFFERED 74 DEGREES AND CERTIFICATIONS WHICH INCLUDED OVER 560 COURSES. THE NUMBER OF STUDENTS WHO ATTENDED DURING FISCAL YEAR 2019 EQUATED TO 7,434 (3,610 FULL TIME STUDENTS AND 3,824 PART-TIME STUDENTS) WHICH INCLUDED 6,615 DEGREE-SEEKING STUDENTS AND 819 NON-MATRICULATED STUDENTS.

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**Form 990, Part III, Line 4c:**

ACADEMIC SUPPORT - FOR OVER 45 YEARS, THE COLLEGE HAS BEEN EDUCATING AND ENRICHING THE LIVES OF OUR STUDENTS. OUR ACADEMIC PROGRAMS CONSIDER THE NEEDS OF OUR LOCAL COMMUNITY, BUT OUR QUALITY ATTRACTS APPLICANTS FROM ALL OVER THE WORLD. DURING FISCAL YEAR 2019, THE COLLEGE HAS 94 FULL TIME FACULTY DEVOTED TO THE ACADEMIC PROGRAMS.

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**TY 2018 Reasonable Cause Explanation**

**Name:** BOARD OF TRUSTEES OF ESSEX COUNTY  
COLLEGE

**EIN:** 22-1821292

**Explanation:** THE 2018 FORM 990, FOR THE YEAR ENDED JUNE 30, 2019 IS BEING FILED AFTER THE ORIGINAL DUE DATE OF NOVEMBER 15, 2019. THE COLLEGE EXPERIENCED TURNOVER THAT CAUSED CONFUSION ON HOW AND BY WHOM THE FILING WOULD BE COMPLETED. AS SOON AS THE ORGANIZATION BECAME AWARE OF THE LAPSED FILING IT TOOK IMMEDIATE STEPS TO RECTIFY THE SITUATION. IN THE PROCESS OF COMPLETING THE FILING THE COLLEGE'S RESOURCES WERE DIVERTED TO FOCUS ON DEALING WITH THE SIGNIFICANT IMPACTS OF COVID-19. THE RETURN IS BEING FILED AS EFFICIENTLY AS POSSIBLE, WHILE STILL ENSURING ACCURACY AND PROPER OVERSIGHT AND REVIEW. GOING FORWARD THE COLLEGE HAS PUT PROCEDURES IN PLACE TO ENSURE THIS IS NOT AN ONGOING ISSUE. THE COLLEGE REQUESTS THAT ANY PENALTIES OR INTEREST THAT MAY HAVE GENERATED DUE TO THIS LATE FILING BE ABATED.



SCHEDULE A  
(Form 990 or 990-EZ)

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.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

2018

Open to Public Inspection

Name of the organization  
BOARD OF TRUSTEES OF ESSEX COUNTY COLLEGE

Employer identification number  
22-1821292

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

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

- 1

☐

A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2

☒

A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990 or 990-EZ).)
- 3

☐

A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4

☐

A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: \_\_\_\_\_
- 5

☐

An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6

☐

A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7

☐

An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8

☐

A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9

☐

An agricultural research organization described in **170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture. See instructions. Enter the name, city, and state of the college or university: \_\_\_\_\_
- 10

☐

An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11

☐

An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12

☐

An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
- a

☐

**Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
- b

☐

**Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
- c

☐

**Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
- d

☐

**Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
- e

☐

Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f

Enter the number of supported organizations . . . . .
- g

Provide the following information about the supported organization(s).

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

Part II

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

(Complete only if you checked the box on line 5, 7, 8, or 9 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<br>(or fiscal year beginning in) ▶                                                                                                                                                         | (a) 2014 | (b) 2015 | (c) 2016 | (d) 2017 | (e) 2018 | (f) Total |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|-----------|
| 1 | Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grant.") . . .                                                                                                  |          |          |          |          |          |           |
| 2 | Tax revenues levied for the organization's benefit and either paid to or expended on its behalf. . . .                                                                                                   |          |          |          |          |          |           |
| 3 | The value of services or facilities furnished by a governmental unit to the organization without charge..                                                                                                |          |          |          |          |          |           |
| 4 | <b>Total.</b> 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 | <b>Public support.</b> Subtract line 5 from line 4.                                                                                                                                                      |          |          |          |          |          |           |

Section B. Total Support

|    | Calendar year<br>(or fiscal year beginning in) ▶                                                                                                                                                                                 | (a)2014 | (b)2015 | (c)2016 | (d)2017 | (e)2018 | (f)Total |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|----------|
| 7  | Amounts from line 4. . .                                                                                                                                                                                                         |         |         |         |         |         |          |
| 8  | Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources. . . .                                                                                            |         |         |         |         |         |          |
| 9  | Net income from unrelated business activities, whether or not the business is regularly carried on. . .                                                                                                                          |         |         |         |         |         |          |
| 10 | Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.). . .                                                                                                                             |         |         |         |         |         |          |
| 11 | <b>Total support.</b> Add lines 7 through 10                                                                                                                                                                                     |         |         |         |         |         |          |
| 12 | Gross receipts from related activities, etc. (see instructions) . . . . .                                                                                                                                                        |         |         |         |         | 12      |          |
| 13 | <b>First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> . . . . . ▶ <input type="checkbox"/> |         |         |         |         |         |          |

Section C. Computation of Public Support Percentage

|    |                                                                                                  |    |  |
|----|--------------------------------------------------------------------------------------------------|----|--|
| 14 | Public support percentage for 2018 (line 6, column (f) divided by line 11, column (f)) . . . . . | 14 |  |
| 15 | Public support percentage for 2017 Schedule A, Part II, line 14 . . . . .                        | 15 |  |

16a

33 1/3% support test—2018. 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—2017. 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—2018. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization . . . . . ▶ ☐

b

10%-facts-and-circumstances test—2017. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization . . . . . ▶ ☐

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 . . . . . ▶ ☐

Schedule A (Form 990 or 990-EZ) 2018

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

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

**Section A. Public Support**

| Calendar year<br>(or fiscal year beginning in) ►                                                                                                                                  | (a) 2014 | (b) 2015 | (c) 2016 | (d) 2017 | (e) 2018 | (f) Total |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|-----------|
| <b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .                                                                     |          |          |          |          |          |           |
| <b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose |          |          |          |          |          |           |
| <b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513 . . . .                                                                     |          |          |          |          |          |           |
| <b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf. . .                                                                     |          |          |          |          |          |           |
| <b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge                                                                  |          |          |          |          |          |           |
| <b>6 Total.</b> Add lines 1 through 5                                                                                                                                             |          |          |          |          |          |           |
| <b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons                                                                                                |          |          |          |          |          |           |
| <b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year.          |          |          |          |          |          |           |
| <b>c</b> Add lines 7a and 7b. .                                                                                                                                                   |          |          |          |          |          |           |
| <b>8 Public support.</b> (Subtract line 7c from line 6.)                                                                                                                          |          |          |          |          |          |           |

**Section B. Total Support**

| Calendar year<br>(or fiscal year beginning in) ►                                                                                             | (a) 2014 | (b) 2015 | (c) 2016 | (d) 2017 | (e) 2018 | (f) Total |
|----------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|-----------|
| <b>9</b> Amounts from line 6. . . .                                                                                                          |          |          |          |          |          |           |
| <b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources. . |          |          |          |          |          |           |
| <b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975.                            |          |          |          |          |          |           |
| <b>c</b> Add lines 10a and 10b.                                                                                                              |          |          |          |          |          |           |
| <b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on.       |          |          |          |          |          |           |
| <b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) . .                                |          |          |          |          |          |           |
| <b>13 Total support.</b> (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 section 501(c)(3) organization, check this box and **stop here.** . . . . . ☐

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

|                                                                                                            |           |  |
|------------------------------------------------------------------------------------------------------------|-----------|--|
| <b>15</b> Public support percentage for 2018 (line 8, column (f) divided by line 13, column (f)) . . . . . | <b>15</b> |  |
| <b>16</b> Public support percentage from 2017 Schedule A, Part III, line 15 . . . . .                      | <b>16</b> |  |

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

|                                                                                                                        |           |  |
|------------------------------------------------------------------------------------------------------------------------|-----------|--|
| <b>17</b> Investment income percentage for <b>2018</b> (line 10c, column (f) divided by line 13, column (f)) . . . . . | <b>17</b> |  |
| <b>18</b> Investment income percentage from <b>2017</b> Schedule A, Part III, line 17 . . . . .                        | <b>18</b> |  |

**19a 33 1/3% support tests—2018.** 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—2017.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization . . . . . ☐

**20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions . . . . . ☐

**Part IV Supporting Organizations**

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

**Section A. All Supporting Organizations**

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

Part IV

Supporting Organizations (continued)

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

Section B. Type I Supporting Organizations

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

Section C. Type II Supporting Organizations

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

Section D. All Type III Supporting Organizations

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

Section E. Type III Functionally-Integrated Supporting Organizations

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| 1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions):                                                                                                                                                                                                                                                                                                                                                                                       |  |  |
| a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.                                                                                                                                                                                                                                                                                                                                                                                                                         |  |  |
| b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.                                                                                                                                                                                                                                                                                                                                                                                                  |  |  |
| c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions)                                                                                                                                                                                                                                                                                                                                                                 |  |  |
| 2 Activities Test. Answer (a) and (b) below.                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |  |
| a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities. |  |  |
| 2a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |  |
| b Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.                                                                                                                              |  |  |
| 2b                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |  |
| 3 Parent of Supported Organizations. Answer (a) and (b) below.                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |  |
| a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in Part VI.                                                                                                                                                                                                                                                                                                                                |  |  |
| 3a                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |  |
| b Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.                                                                                                                                                                                                                                                                                    |  |  |
| 3b                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |  |

Part V

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

|                                         |                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                   |                |                             |
|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------------------|
| 1                                       | <input type="checkbox"/>                                                                                                                                                                                 | Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). <b>See instructions.</b> All other Type III non-functionally integrated supporting organizations must complete Sections A through E. |                |                             |
| <b>Section A - Adjusted Net Income</b>  |                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                   | (A) Prior Year | (B) Current Year (optional) |
| 1                                       | Net short-term capital gain                                                                                                                                                                              | 1                                                                                                                                                                                                                                                                 |                |                             |
| 2                                       | Recoveries of prior-year distributions                                                                                                                                                                   | 2                                                                                                                                                                                                                                                                 |                |                             |
| 3                                       | Other gross income (see instructions)                                                                                                                                                                    | 3                                                                                                                                                                                                                                                                 |                |                             |
| 4                                       | Add lines 1 through 3                                                                                                                                                                                    | 4                                                                                                                                                                                                                                                                 |                |                             |
| 5                                       | Depreciation and depletion                                                                                                                                                                               | 5                                                                                                                                                                                                                                                                 |                |                             |
| 6                                       | Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions) | 6                                                                                                                                                                                                                                                                 |                |                             |
| 7                                       | Other expenses (see instructions)                                                                                                                                                                        | 7                                                                                                                                                                                                                                                                 |                |                             |
| 8                                       | <b>Adjusted Net Income</b> (subtract lines 5, 6 and 7 from line 4)                                                                                                                                       |                                                                                                                                                                                                                                                                   | 8              |                             |
| <b>Section B - Minimum Asset Amount</b> |                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                   | (A) Prior Year | (B) Current Year (optional) |
| 1                                       | Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):                                                                          |                                                                                                                                                                                                                                                                   | 1              |                             |
| a                                       | Average monthly value of securities                                                                                                                                                                      |                                                                                                                                                                                                                                                                   | 1a             |                             |
| b                                       | Average monthly cash balances                                                                                                                                                                            |                                                                                                                                                                                                                                                                   | 1b             |                             |
| c                                       | Fair market value of other non-exempt-use assets                                                                                                                                                         |                                                                                                                                                                                                                                                                   | 1c             |                             |
| d                                       | <b>Total</b> (add lines 1a, 1b, and 1c)                                                                                                                                                                  |                                                                                                                                                                                                                                                                   | 1d             |                             |
| e                                       | <b>Discount</b> claimed for blockage or other factors (explain in detail in Part VI):                                                                                                                    |                                                                                                                                                                                                                                                                   |                |                             |
| 2                                       | Acquisition indebtedness applicable to non-exempt use assets                                                                                                                                             |                                                                                                                                                                                                                                                                   | 2              |                             |
| 3                                       | Subtract line 2 from line 1d                                                                                                                                                                             |                                                                                                                                                                                                                                                                   | 3              |                             |
| 4                                       | Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).                                                                                                          |                                                                                                                                                                                                                                                                   | 4              |                             |
| 5                                       | Net value of non-exempt-use assets (subtract line 4 from line 3)                                                                                                                                         |                                                                                                                                                                                                                                                                   | 5              |                             |
| 6                                       | Multiply line 5 by .035                                                                                                                                                                                  |                                                                                                                                                                                                                                                                   | 6              |                             |
| 7                                       | Recoveries of prior-year distributions                                                                                                                                                                   |                                                                                                                                                                                                                                                                   | 7              |                             |
| 8                                       | <b>Minimum Asset Amount</b> (add line 7 to line 6)                                                                                                                                                       |                                                                                                                                                                                                                                                                   | 8              |                             |
| <b>Section C - Distributable Amount</b> |                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                   |                | Current Year                |
| 1                                       | Adjusted net income for prior year (from Section A, line 8, Column A)                                                                                                                                    |                                                                                                                                                                                                                                                                   | 1              |                             |
| 2                                       | Enter 85% of line 1                                                                                                                                                                                      |                                                                                                                                                                                                                                                                   | 2              |                             |
| 3                                       | Minimum asset amount for prior year (from Section B, line 8, Column A)                                                                                                                                   |                                                                                                                                                                                                                                                                   | 3              |                             |
| 4                                       | Enter greater of line 2 or line 3                                                                                                                                                                        |                                                                                                                                                                                                                                                                   | 4              |                             |
| 5                                       | Income tax imposed in prior year                                                                                                                                                                         |                                                                                                                                                                                                                                                                   | 5              |                             |
| 6                                       | <b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)                                                                             |                                                                                                                                                                                                                                                                   | 6              |                             |
| 7                                       | <input type="checkbox"/>                                                                                                                                                                                 | Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions)                                                                                                                   |                |                             |

Part V

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

| Section D - Distributions                                                                                                                   | Current Year |
|---------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| 1 Amounts paid to supported organizations to accomplish exempt purposes                                                                     |              |
| 2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity     |              |
| 3 Administrative expenses paid to accomplish exempt purposes of supported organizations                                                     |              |
| 4 Amounts paid to acquire exempt-use assets                                                                                                 |              |
| 5 Qualified set-aside amounts (prior IRS approval required)                                                                                 |              |
| 6 Other distributions (describe in Part VI). See instructions                                                                               |              |
| 7 Total annual distributions. Add lines 1 through 6.                                                                                        |              |
| 8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions |              |
| 9 Distributable amount for 2018 from Section C, line 6                                                                                      |              |
| 10 Line 8 amount divided by Line 9 amount                                                                                                   |              |

| Section E - Distribution Allocations (see instructions)                                                                                                                         | (i)<br>Excess Distributions | (ii)<br>Underdistributions<br>Pre-2018 | (iii)<br>Distributable<br>Amount for 2018 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----------------------------------------|-------------------------------------------|
| 1 Distributable amount for 2018 from Section C, line 6                                                                                                                          |                             |                                        |                                           |
| 2 Underdistributions, if any, for years prior to 2018 (reasonable cause required-- explain in Part VI). See instructions.                                                       |                             |                                        |                                           |
| 3 Excess distributions carryover, if any, to 2018:                                                                                                                              |                             |                                        |                                           |
| a From 2013. . . . .                                                                                                                                                            |                             |                                        |                                           |
| b From 2014. . . . .                                                                                                                                                            |                             |                                        |                                           |
| c From 2015. . . . .                                                                                                                                                            |                             |                                        |                                           |
| d From 2016. . . . .                                                                                                                                                            |                             |                                        |                                           |
| e From 2017. . . . .                                                                                                                                                            |                             |                                        |                                           |
| f Total of lines 3a through e                                                                                                                                                   |                             |                                        |                                           |
| g Applied to underdistributions of prior years                                                                                                                                  |                             |                                        |                                           |
| h Applied to 2018 distributable amount                                                                                                                                          |                             |                                        |                                           |
| i Carryover from 2013 not applied (see instructions)                                                                                                                            |                             |                                        |                                           |
| j Remainder. Subtract lines 3g, 3h, and 3i from 3f.                                                                                                                             |                             |                                        |                                           |
| 4 Distributions for 2018 from Section D, line 7:                                                                                                                                |                             |                                        |                                           |
| \$                                                                                                                                                                              |                             |                                        |                                           |
| a Applied to underdistributions of prior years                                                                                                                                  |                             |                                        |                                           |
| b Applied to 2018 distributable amount                                                                                                                                          |                             |                                        |                                           |
| c Remainder. Subtract lines 4a and 4b from 4.                                                                                                                                   |                             |                                        |                                           |
| 5 Remaining underdistributions for years prior to 2018, if any. Subtract lines 3g and 4a from line 2. If the amount is greater than zero, explain in Part VI. See instructions. |                             |                                        |                                           |
| 6 Remaining underdistributions for 2018. Subtract lines 3h and 4b from line 1. If the amount is greater than zero, explain in Part VI. See instructions.                        |                             |                                        |                                           |
| 7 Excess distributions carryover to 2019. Add lines 3j and 4c.                                                                                                                  |                             |                                        |                                           |
| 8 Breakdown of line 7:                                                                                                                                                          |                             |                                        |                                           |
| a Excess from 2014. . . . .                                                                                                                                                     |                             |                                        |                                           |
| b Excess from 2015. . . . .                                                                                                                                                     |                             |                                        |                                           |
| c Excess from 2016. . . . .                                                                                                                                                     |                             |                                        |                                           |
| d Excess from 2017. . . . .                                                                                                                                                     |                             |                                        |                                           |
| e Excess from 2018. . . . .                                                                                                                                                     |                             |                                        |                                           |

## Additional Data

**Software ID:**

**Software Version:**

**EIN:** 22-1821292

**Name:** BOARD OF TRUSTEES OF ESSEX COUNTY  
COLLEGE

Schedule A (Form 990 or 990-EZ) 2018

Page **8**

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

**Facts And Circumstances Test**



SCHEDULE D  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Supplemental Financial Statements

► Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.  
► Attach to Form 990.  
► Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

2018

Open to Public Inspection

Name of the organization  
BOARD OF TRUSTEES OF ESSEX COUNTY COLLEGE

Employer identification number  
22-1821292

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

|                                                     | (a) Donor advised funds | (b) Funds and other accounts |
|-----------------------------------------------------|-------------------------|------------------------------|
| 1 Total number at end of year . . . . .             |                         |                              |
| 2 Aggregate value of contributions to (during year) |                         |                              |
| 3 Aggregate value of grants from (during year)      |                         |                              |
| 4 Aggregate value at end of year . . . . .          |                         |                              |

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? . . . . .

☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? . . . . .

☐ Yes ☐ No

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

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

☐ Preservation of land for public use (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.

|                                                                                                                                                      | Held at the End of the Year |
|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| a Total number of conservation easements . . . . .                                                                                                   | 2a                          |
| b Total acreage restricted by conservation easements . . . . .                                                                                       | 2b                          |
| c Number of conservation easements on a certified historic structure included in (a) . . . . .                                                       | 2c                          |
| d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register . . . . . | 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, handling of violations, and enforcing conservation easements during the year ►

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

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

☐ Yes ☐ No

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

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

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

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

(i) Revenue included on Form 990, Part VIII, line 1 . . . . . ► \$

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

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

a Revenue included on Form 990, Part VIII, line 1 . . . . . ► \$

b Assets included in Form 990, Part X . . . . . ► \$

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat. No. 52283D

Schedule D (Form 990) 2018

Part III

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

3

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

a

☐ Public exhibition

b

☐ Scholarly research

c

☐ Preservation for future generations

d

☐ Loan or exchange programs

e

☐ Other .....

4

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

5

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

☐ Yes

☐ No

Part IV

Escrow and Custodial Arrangements.

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

1a

Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? . . . . .

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIII and complete the following table:

c

Beginning balance . . . . .

d

Additions during the year . . . . .

e

Distributions during the year . . . . .

f

Ending balance . . . . .

|    | Amount |
|----|--------|
| 1c |        |
| 1d |        |
| 1e |        |
| 1f |        |

2a

Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? . . .

☐ Yes

☐ No

b

If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII . . . .

☐

Part V

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

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

2

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

a

Board designated or quasi-endowment ▶ .....

b

Permanent endowment ▶ .....

c

Temporarily restricted endowment ▶ .....

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a

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

(i) unrelated organizations . . . . .

(ii) related organizations . . . . .

b

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

|        | Yes | No |
|--------|-----|----|
| 3a(i)  |     |    |
| 3a(ii) |     |    |
| 3b     |     |    |

4

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

Part VI

Land, Buildings, and Equipment.

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

| Description of property                                                                                  | (a) Cost or other basis (investment) | (b) Cost or other basis (other) | (c) Accumulated depreciation | (d) Book value |
|----------------------------------------------------------------------------------------------------------|--------------------------------------|---------------------------------|------------------------------|----------------|
| 1a Land . . . . .                                                                                        |                                      | 3,796,647                       |                              | 3,796,647      |
| b Buildings . . . . .                                                                                    |                                      | 134,582,425                     | 45,704,929                   | 88,877,496     |
| c Leasehold improvements                                                                                 |                                      |                                 |                              |                |
| d Equipment . . . . .                                                                                    |                                      | 45,863,236                      | 41,849,902                   | 4,013,334      |
| e Other . . . . .                                                                                        |                                      | 8,625,967                       | 8,222,254                    | 403,713        |
| Total. Add lines 1a through 1e.(Column (d) must equal Form 990, Part X, column (B), line 10(c).) . . . ▶ |                                      |                                 |                              | 97,091,190     |

Part VII

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

| (a) Description of security or category<br>(including name of security) | (b)<br>Book<br>value | (c) Method of valuation:<br>Cost or end-of-year market value |
|-------------------------------------------------------------------------|----------------------|--------------------------------------------------------------|
| (1) Financial derivatives . . . . .                                     |                      |                                                              |
| (2) Closely-held equity interests . . . . .                             |                      |                                                              |
| (3) Other _____                                                         |                      |                                                              |
| (A)                                                                     |                      |                                                              |
| (B)                                                                     |                      |                                                              |
| (C)                                                                     |                      |                                                              |
| (D)                                                                     |                      |                                                              |
| (E)                                                                     |                      |                                                              |
| (F)                                                                     |                      |                                                              |
| (G)                                                                     |                      |                                                              |
| (H)                                                                     |                      |                                                              |
| Total. (Column (b) must equal Form 990, Part X, col. (B) line 12.) ▶    |                      |                                                              |

Part VIII

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

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

Part IX

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

| (a) Description                                                               | (b) Book value |
|-------------------------------------------------------------------------------|----------------|
| (1) PENSION DEFERRALS                                                         | 13,751,430     |
| (2) DEFERRED LOSS ON REFUNDING                                                | 114,308        |
| (3) OTHER POSTEMPLOYMENT BENEFITS DEFERRALS                                   | 952,323        |
| (4)                                                                           |                |
| (5)                                                                           |                |
| (6)                                                                           |                |
| (7)                                                                           |                |
| (8)                                                                           |                |
| (9)                                                                           |                |
| Total. (Column (b) must equal Form 990, Part X, col.(B) line 15.) . . . . . ▶ | 14,818,061     |

Part X

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

| (a) Description of liability                                        | (b) Book value |  |
|---------------------------------------------------------------------|----------------|--|
| (1) Federal income taxes                                            |                |  |
| NET PENSION LIABILITY                                               | 52,501,433     |  |
| PENSION DEFERRALS                                                   | 24,647,894     |  |
| NET OTHER POSTEMPLOYMENT BENEFIT LIABILITY                          | 14,335,022     |  |
| OTHER POSTEMPLOYMENT BENEFITS DEFERRALS                             | 3,467,683      |  |
| OTHER LIABILITIES                                                   | 274,016        |  |
| DEPOSITS                                                            | 272,255        |  |
| CAPITAL LEASE PAYABLE                                               | 70,692         |  |
| (8)                                                                 |                |  |
| (9)                                                                 |                |  |
| Total. (Column (b) must equal Form 990, Part X, col.(B) line 25.) ▶ | 95,568,995     |  |

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

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

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

|          |                                                                                                          |           |            |
|----------|----------------------------------------------------------------------------------------------------------|-----------|------------|
| <b>1</b> | Total revenue, gains, and other support per audited financial statements . . . . .                       | <b>1</b>  | 96,349,703 |
| <b>2</b> | Amounts included on line 1 but not on Form 990, Part VIII, line 12:                                      |           |            |
| <b>a</b> | Net unrealized gains (losses) on investments . . . . .                                                   | <b>2a</b> | 90,165     |
| <b>b</b> | Donated services and use of facilities . . . . .                                                         | <b>2b</b> |            |
| <b>c</b> | Recoveries of prior year grants . . . . .                                                                | <b>2c</b> |            |
| <b>d</b> | Other (Describe in Part XIII.) . . . . .                                                                 | <b>2d</b> | 2,397,627  |
| <b>e</b> | Add lines <b>2a</b> through <b>2d</b> . . . . .                                                          | <b>2e</b> | 2,487,792  |
| <b>3</b> | Subtract line <b>2e</b> from line <b>1</b> . . . . .                                                     | <b>3</b>  | 93,861,911 |
| <b>4</b> | Amounts included on Form 990, Part VIII, line 12, but not on line <b>1</b> :                             |           |            |
| <b>a</b> | Investment expenses not included on Form 990, Part VIII, line 7b . . . . .                               | <b>4a</b> |            |
| <b>b</b> | Other (Describe in Part XIII.) . . . . .                                                                 | <b>4b</b> | -356,387   |
| <b>c</b> | Add lines <b>4a</b> and <b>4b</b> . . . . .                                                              | <b>4c</b> | -356,387   |
| <b>5</b> | Total revenue. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 12.) . . . . . | <b>5</b>  | 93,505,524 |

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

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

|          |                                                                                                           |           |             |
|----------|-----------------------------------------------------------------------------------------------------------|-----------|-------------|
| <b>1</b> | Total expenses and losses per audited financial statements . . . . .                                      | <b>1</b>  | 103,523,241 |
| <b>2</b> | Amounts included on line 1 but not on Form 990, Part IX, line 25:                                         |           |             |
| <b>a</b> | Donated services and use of facilities . . . . .                                                          | <b>2a</b> |             |
| <b>b</b> | Prior year adjustments . . . . .                                                                          | <b>2b</b> |             |
| <b>c</b> | Other losses . . . . .                                                                                    | <b>2c</b> |             |
| <b>d</b> | Other (Describe in Part XIII.) . . . . .                                                                  | <b>2d</b> | 356,387     |
| <b>e</b> | Add lines <b>2a</b> through <b>2d</b> . . . . .                                                           | <b>2e</b> | 356,387     |
| <b>3</b> | Subtract line <b>2e</b> from line <b>1</b> . . . . .                                                      | <b>3</b>  | 103,166,854 |
| <b>4</b> | Amounts included on Form 990, Part IX, line 25, but not on line <b>1</b> :                                |           |             |
| <b>a</b> | Investment expenses not included on Form 990, Part VIII, line 7b . . . . .                                | <b>4a</b> |             |
| <b>b</b> | Other (Describe in Part XIII.) . . . . .                                                                  | <b>4b</b> | -2,397,627  |
| <b>c</b> | Add lines <b>4a</b> and <b>4b</b> . . . . .                                                               | <b>4c</b> | -2,397,627  |
| <b>5</b> | Total expenses. Add lines <b>3</b> and <b>4c</b> . (This must equal Form 990, Part I, line 18.) . . . . . | <b>5</b>  | 100,769,227 |

**Part XIII Supplemental Information**

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

| Return Reference          | Explanation |
|---------------------------|-------------|
| See Additional Data Table |             |
|                           |             |
|                           |             |
|                           |             |
|                           |             |
|                           |             |
|                           |             |

**Part XIII** Supplemental Information *(continued)*

| Return Reference | Explanation |
|------------------|-------------|
|                  |             |
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**Additional Data**

**Software ID:**  
**Software Version:**  
**EIN:** 22-1821292  
**Name:** BOARD OF TRUSTEES OF ESSEX COUNTY COLLEGE

**Supplemental Information**

| Return Reference                      | Explanation                                                                                                                                                                                                                                                                            |
|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PART XI, LINE 2D - OTHER ADJUSTMENTS: | GROSS UP FOR SPECIAL FUNDING FOR OTHER POSTEMPLOYMENT BENEFITS 5,087,872. PAYROLL TAXES NETTED WITH REVENUE ON FINANCIAL STATEMENTS -20,805. INTEREST EXPENSE NETTED AGAINST REVENUE -127,636. WAIVERS AND APPEALS EXPENSES NETTED AGAINST REVENUE ON FINANCIAL STATEMENTS -2,541,804. |

| Supplemental Information                 |                                                 |
|------------------------------------------|-------------------------------------------------|
| Return Reference                         | Explanation                                     |
| PART XI, LINE 4B - OTHER<br>ADJUSTMENTS: | SALES OF INVENTORY COST OF GOODS SOLD -356,387. |

| Supplemental Information               |                                                |
|----------------------------------------|------------------------------------------------|
| Return Reference                       | Explanation                                    |
| PART XII, LINE 2D - OTHER ADJUSTMENTS: | SALES OF INVENTORY COST OF GOODS SOLD 356,387. |



## Supplemental Information

| Return Reference                       | Explanation                                                                                                                                                                                                                                                                          |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PART XII, LINE 4B - OTHER ADJUSTMENTS: | GROSS UP FOR SPECIAL FUNDING FOR OTHER POSTEMPLOYMENT BENEFITS -5,087,872. PAYROLL TAXES NETTED WITH REVENUE ON FINANCIAL STATEMENTS 20,805. INTEREST EXPENSE NETTED AGAINST REVENUE 127,636. WAIVERS AND APPEALS EXPENSES NETTED AGAINST REVENUE ON FINANCIAL STATEMENTS 2,541,804. |

SCHEDULE E  
(Form 990 or 990-EZ)

Department of the Treasury  
Name of the organization  
BOARD OF TRUSTEES OF ESSEX COUNTY COLLEGE

Schools

► Complete if the organization answered "Yes" on Form 990, Part IV, line 13, or Form 990-EZ, Part VI, line 48.  
► Attach to Form 990 or Form 990-EZ.  
► Go to [www.irs.gov/Form990EZ](http://www.irs.gov/Form990EZ) for the latest instructions.

OMB No. 1545-0047

2018

Open to Public Inspection

Employer identification number  
22-1821292

| 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?                                                                                                                                                                                                                                                                                                                                                                 |     |     |
| a      | Records indicating the racial composition of the student body, faculty, and administrative staff?                                                                                                                                                                                                                                                                                                             | 4a  | Yes |
| b      | Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?                                                                                                                                                                                                                                                                                       | 4b  | Yes |
| c      | Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?                                                                                                                                                                                                                                               | 4c  | 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.                                                                                                                                                                                                                     | 4d  | Yes |
| 5      | Does the organization discriminate by race in any way with respect to:                                                                                                                                                                                                                                                                                                                                        |     |     |
| a      | Students' rights or privileges?                                                                                                                                                                                                                                                                                                                                                                               | 5a  | No  |
| b      | Admissions policies?                                                                                                                                                                                                                                                                                                                                                                                          | 5b  | No  |
| c      | Employment of faculty or administrative staff?                                                                                                                                                                                                                                                                                                                                                                | 5c  | No  |
| d      | Scholarships or other financial assistance?                                                                                                                                                                                                                                                                                                                                                                   | 5d  | No  |
| e      | Educational policies?                                                                                                                                                                                                                                                                                                                                                                                         | 5e  | No  |
| f      | Use of facilities?                                                                                                                                                                                                                                                                                                                                                                                            | 5f  | No  |
| g      | Athletic programs?                                                                                                                                                                                                                                                                                                                                                                                            | 5g  | No  |
| h      | Other extracurricular activities? If you answered "Yes" to any of the above, please explain. If you need more space, use Part II.                                                                                                                                                                                                                                                                             | 5h  | No  |
| 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? If you answered "Yes" to either line 6a or line 6b, explain on Part II.                                                                                                                                                                                                                                                              | 6b  | No  |
| 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 II** **Supplemental Information.** Provide the explanations required by Part I, lines 3, 4d, 5h, 6b, and 7, as applicable. Also provide any other additional information (see instructions).

| Return Reference           | Explanation                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SCHEDULE E, PART I, LINE 3 | THE COLLEGE'S WEBSITE CONTAINS THE NON-DISCRIMINATORY POLICY, WHICH IS AVAILABLE TO ALL PUBLIC INDIVIDUALS. THE WEBSITE IS THE MAIN POINT OF CONTACT WITH THE PUBLIC.                                                                                                                                                                                                                                             |
| SCHEDULE E, PART I, LINE 6 | THE COLLEGE RECEIVES FUNDS FROM VARIOUS FEDERAL AND STATE GOVERNMENT AGENCIES UNDER THEIR RESPECTIVE STUDENT FINANCIAL AID ASSISTANCE PROGRAMS. FEDERAL PROGRAMS INCLUDE THE PELL GRANT PROGRAM, COLLEGE WORK STUDY PROGRAM, AND SUPPLEMENTAL EDUCATIONAL OPPORTUNITY PROGRAM. THE STATE PROGRAMS ARE THE NEW JERSEY HIGHER EDUCATION STUDENT ASSISTANCE AUTHORITY AND NEW JERSEY COMMISSION ON HIGHER EDUCATION. |

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

Schedule I  
(Form 990)

Grants and Other Assistance to Organizations,  
Governments and Individuals in the United States  
Complete if the organization answered "Yes," on Form 990, Part IV, line 21 or 22.  
▶ Attach to Form 990.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

2018

Open to Public  
Inspection

Department of the  
Treasury  
Internal Revenue Service

Name of the organization  
BOARD OF TRUSTEES OF ESSEX COUNTY  
COLLEGE

Employer identification number  
22-1821292

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 Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

| (a) Name and address of organization or government | (b) EIN | (c) IRC section (if applicable) | (d) Amount of cash grant | (e) Amount of non-cash assistance | (f) Method of valuation (book, FMV, appraisal, other) | (g) Description of noncash assistance | (h) Purpose of grant or assistance |
|----------------------------------------------------|---------|---------------------------------|--------------------------|-----------------------------------|-------------------------------------------------------|---------------------------------------|------------------------------------|
| (1)                                                |         |                                 |                          |                                   |                                                       |                                       |                                    |
| (2)                                                |         |                                 |                          |                                   |                                                       |                                       |                                    |
| (3)                                                |         |                                 |                          |                                   |                                                       |                                       |                                    |
| (4)                                                |         |                                 |                          |                                   |                                                       |                                       |                                    |
| (5)                                                |         |                                 |                          |                                   |                                                       |                                       |                                    |
| (6)                                                |         |                                 |                          |                                   |                                                       |                                       |                                    |
| (7)                                                |         |                                 |                          |                                   |                                                       |                                       |                                    |
| (8)                                                |         |                                 |                          |                                   |                                                       |                                       |                                    |
| (9)                                                |         |                                 |                          |                                   |                                                       |                                       |                                    |
| (10)                                               |         |                                 |                          |                                   |                                                       |                                       |                                    |
| (11)                                               |         |                                 |                          |                                   |                                                       |                                       |                                    |
| (12)                                               |         |                                 |                          |                                   |                                                       |                                       |                                    |

- 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 Domestic Individuals.** Complete if the organization answered "Yes" on Form 990, Part IV, line 22.

Part III can be duplicated if additional space is needed.

| (a) Type of grant or assistance | (b) Number of recipients | (c) Amount of cash grant | (d) Amount of noncash assistance | (e) Method of valuation (book, FMV, appraisal, other) | (f) Description of noncash assistance |
|---------------------------------|--------------------------|--------------------------|----------------------------------|-------------------------------------------------------|---------------------------------------|
| (1) FINANCIAL AID               | 4962                     | 24,474,012               |                                  |                                                       |                                       |
| (2) SCHOLARSHIPS                | 211                      | 360,573                  |                                  |                                                       |                                       |
| (2)                             |                          |                          |                                  |                                                       |                                       |
| (3)                             |                          |                          |                                  |                                                       |                                       |
| (4)                             |                          |                          |                                  |                                                       |                                       |
| (5)                             |                          |                          |                                  |                                                       |                                       |
| (6)                             |                          |                          |                                  |                                                       |                                       |
| (7)                             |                          |                          |                                  |                                                       |                                       |

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

| Return Reference | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PART I, LINE 2:  | AID AND GRANTS FOR STUDENTS ARE APPLIED DIRECTLY TO A STUDENT'S ESSEX COUNTY COLLEGE ACCOUNT AND APPLIED TO TUITION AND FEES. ALL FINANCIAL AID IS SUBJECT TO REVISION BASED ON AVAILABILITY, CHANGES IN FAMILY CONTRIBUTION AND/OR CREDIT LOAD. ELIGIBILITY FOR STUDENT FINANCIAL ASSISTANCE IS BASED ON GENERAL ELIGIBILITY REQUIREMENTS OF TITLE IV STUDENT FINANCIAL ASSISTANCE PROGRAMS, OR STATE OF NEW JERSEY GENERAL ELIGIBILITY REQUIREMENTS. BOTH FEDERAL AND STATE AID GENERAL ELIGIBILITY REQUIREMENTS INCLUDE THE FILING OF THE FREE APPLICATION FOR FEDERAL STUDENT AID (FAFSA), EXCEPT IN THE CASE OF NJ "DREAMERS", WHO ARE REQUIRED TO FILE THE NJ ALTERNATIVE FINANCIAL AID APPLICATION. THE FINANCIAL AID OFFICE REVIEWS APPLICATIONS, REVIEWS NEED ANALYSIS DATA AND DOCUMENTATION, PERFORMS NEED ANALYSIS, PERFORMS VERIFICATION FOR FEDERAL STUDENT AID PROGRAMS, PACKAGES STUDENT FINANCIAL ASSISTANCE, AND CERTIFIES PRIVATE EDUCATION LOANS. |

|                                                                       |                                                                                                                                                                                                                                                                                                                           |                                              |
|-----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| Schedule J<br>(Form 990)                                              | Compensation Information                                                                                                                                                                                                                                                                                                  | OMB No. 1545-0047                            |
|                                                                       |                                                                                                                                                                                                                                                                                                                           | 2018                                         |
|                                                                       |                                                                                                                                                                                                                                                                                                                           |                                              |
| Department of the Treasury<br>Internal Revenue Service                | For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees<br>▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.<br>▶ Attach to Form 990.<br>▶ Go to <a href="http://www.irs.gov/Form990">www.irs.gov/Form990</a> for instructions and the latest information. |                                              |
| Name of the organization<br>BOARD OF TRUSTEES OF ESSEX COUNTY COLLEGE |                                                                                                                                                                                                                                                                                                                           | Employer identification number<br>22-1821292 |

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

For each individual whose compensation must be reported on 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.

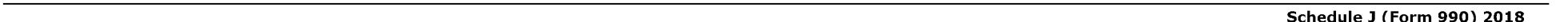
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**Part III Supplemental Information**

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

| Return Reference | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PART I, LINE 4B  | THE FOLLOWING ARE LISTED ON FORM 990, PART VII, SECTION A, LINE 1A AND PARTICIPATED IN A NON-QUALIFIED RETIREMENT PLAN IN 2018. THE NON-QUALIFIED RETIREMENT PLAN AMOUNTS ARE REPORTED ON SCHEDULE J, PART II, COLUMN (C) AND ARE LISTED HERE: DR. ANTHONY MUNROE - \$10,844 JAMES PEDERSEN - \$10,779 JEFF SHAPIRO - \$30,064 MOHAMED SEDDIKI - \$28,919 ROBERT SPELLMAN - \$15,762 MICHAEL FRANK - \$16,244 HERBERT SCHLAGER - \$15,762 |





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

Schedule K  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Name of the organization  
BOARD OF TRUSTEES OF ESSEX COUNTY  
COLLEGE

Supplemental Information on Tax-Exempt Bonds

- Complete if the organization answered "Yes" to Form 990, Part VI, line 24a. Provide descriptions, explanations, and any additional information in Part VI.
- Attach to Form 990.
- Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

2018

Open to Public  
Inspection

Employer identification number  
22-1821292

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 THE ESSEX COUNTY IMPROVEMENT AUTHORITY | 22-2023989     | 296809JW7   | 08-24-2005      | 4,690,000       | CONSTRUCTION OF STUDENT CENTER |              | X  |                         | X  |                    | X  |

Part II Proceeds

|    |                                                                                                                  | A         |    | B   |    | C   |    | D   |    |
|----|------------------------------------------------------------------------------------------------------------------|-----------|----|-----|----|-----|----|-----|----|
| 1  | Amount of bonds retired . . . . .                                                                                | 2,425,000 |    |     |    |     |    |     |    |
| 2  | Amount of bonds legally defeased . . . . .                                                                       |           |    |     |    |     |    |     |    |
| 3  | Total proceeds of issue . . . . .                                                                                | 4,690,000 |    |     |    |     |    |     |    |
| 4  | Gross proceeds in reserve funds . . . . .                                                                        |           |    |     |    |     |    |     |    |
| 5  | Capitalized interest from proceeds . . . . .                                                                     |           |    |     |    |     |    |     |    |
| 6  | Proceeds in refunding escrows . . . . .                                                                          |           |    |     |    |     |    |     |    |
| 7  | Issuance costs from proceeds . . . . .                                                                           |           |    |     |    |     |    |     |    |
| 8  | Credit enhancement from proceeds . . . . .                                                                       |           |    |     |    |     |    |     |    |
| 9  | Working capital expenditures from proceeds . . . . .                                                             |           |    |     |    |     |    |     |    |
| 10 | Capital expenditures from proceeds . . . . .                                                                     | 4,690,000 |    |     |    |     |    |     |    |
| 11 | Other spent proceeds . . . . .                                                                                   |           |    |     |    |     |    |     |    |
| 12 | Other unspent proceeds . . . . .                                                                                 |           |    |     |    |     |    |     |    |
| 13 | Year of substantial completion . . . . .                                                                         |           |    |     |    |     |    |     |    |
|    |                                                                                                                  | 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)

|                                                                                                                                                                                                                                                         | <b>A</b>   |           | <b>B</b>   |           | <b>C</b>   |           | <b>D</b>   |           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|
|                                                                                                                                                                                                                                                         | <b>Yes</b> | <b>No</b> | <b>Yes</b> | <b>No</b> | <b>Yes</b> | <b>No</b> | <b>Yes</b> | <b>No</b> |
| <b>3a</b> Are there any management or service contracts that may result in private business use of bond-financed property? . . . . .                                                                                                                    |            | X         |            |           |            |           |            |           |
| <b>b</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?                                                             |            |           |            |           |            |           |            |           |
| <b>c</b> Are there any research agreements that may result in private business use of bond-financed property? . . . . .                                                                                                                                 |            | X         |            |           |            |           |            |           |
| <b>d</b> 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?                                                                         |            |           |            |           |            |           |            |           |
| <b>4</b> 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 %        |           |            |           |            |           |            |           |
| <b>5</b> 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 %        |           |            |           |            |           |            |           |
| <b>6</b> Total of lines 4 and 5 . . . . .                                                                                                                                                                                                               | 0 %        |           |            |           |            |           |            |           |
| <b>7</b> Does the bond issue meet the private security or payment test? . . . .                                                                                                                                                                         |            | X         |            |           |            |           |            |           |
| <b>8a</b> 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>b</b> If "Yes" to line 8a, enter the percentage of bond-financed property sold or disposed of. . .                                                                                                                                                   |            |           |            |           |            |           |            |           |
| <b>c</b> If "Yes" to line 8a, was any remedial action taken pursuant to Regulations sections 1.141-12 and 1.145-2? . . . . .                                                                                                                            |            |           |            |           |            |           |            |           |
| <b>9</b> 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**

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

**Part IV Arbitrage** (Continued)

|           |                                                                                                         | <b>A</b>   |           | <b>B</b>   |           | <b>C</b>   |           | <b>D</b>   |           |
|-----------|---------------------------------------------------------------------------------------------------------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|
|           |                                                                                                         | <b>Yes</b> | <b>No</b> | <b>Yes</b> | <b>No</b> | <b>Yes</b> | <b>No</b> | <b>Yes</b> | <b>No</b> |
| <b>5a</b> | Were gross proceeds invested in a guaranteed investment contract (GIC)?                                 |            | X         |            |           |            |           |            |           |
| <b>b</b>  | Name of provider . . . . .                                                                              |            |           |            |           |            |           |            |           |
| <b>c</b>  | Term of GIC . . . . .                                                                                   |            |           |            |           |            |           |            |           |
| <b>d</b>  | Was the regulatory safe harbor for establishing the fair market value of the GIC satisfied? . . . . .   |            |           |            |           |            |           |            |           |
| <b>6</b>  | Were any gross proceeds invested beyond an available temporary period?                                  |            | X         |            |           |            |           |            |           |
| <b>7</b>  | Has the organization established written procedures to monitor the requirements of section 148? . . . . |            | X         |            |           |            |           |            |           |

**Part V Procedures To Undertake Corrective Action**

|                                                                                                                                                                                                                                                                  | <b>A</b>   |           | <b>B</b>   |           | <b>C</b>   |           | <b>D</b>   |           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|
|                                                                                                                                                                                                                                                                  | <b>Yes</b> | <b>No</b> | <b>Yes</b> | <b>No</b> | <b>Yes</b> | <b>No</b> | <b>Yes</b> | <b>No</b> |
| 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.** Provide additional information for responses to questions on Schedule K (see instructions).

**SCHEDULE O**  
(Form 990 or 990-EZ)

**Supplemental Information to Form 990 or 990-EZ**

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

▶ Attach to Form 990 or 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2018**

**Open to Public Inspection**

Department of the Treasury

Internal Revenue Service

Name of the organization  
BOARD OF TRUSTEES OF ESSEX COUNTY  
COLLEGE

**Employer identification number**

22-1821292

**990 Schedule O, Supplemental Information**

| Return Reference                     | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FORM 990, PART VI, SECTION A, LINE 1 | THE EXECUTIVE COMMITTEE CONSISTS OF THE CHAIR, VICE CHAIR, SECRETARY, AND TREASURER OF THE BOARD OF TRUSTEES. THE EXECUTIVE COMMITTEE SHALL HAVE AUTHORITY TO ACT ON BEHALF OF THE BOARD OF TRUSTEES ON ALL MATTERS EXCEPT FOR THE FOLLOWING, WHICH SHALL BE RESERVED FOR THE BOARD: 1) PRESIDENTIAL SELECTION AND TERMINATION. 2) TRUSTEE AND BOARD OFFICER SELECTION. 3) CHARTER AND BY-LAW AMENDMENT. 4) REVIEW OF INSTITUTIONAL MISSION AND PURPOSES. 5) INCURRING CORPORATE INDEBTEDNESS. 6) APPROVAL OF THE ANNUAL BUDGET. 7) CONFERRAL OF DEGREES. |

# 990 Schedule O, Supplemental Information

| Return Reference                              | Explanation                                                                                                |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------|
| FORM 990,<br>PART VI,<br>SECTION A,<br>LINE 6 | THE ESSEX COUNTY BOARD OF CHOSEN FREEHOLDERS IS CONSIDERED A MEMBER BASED ON THE IRS DEFINITION OF MEMBER. |

# 990 Schedule O, Supplemental Information

| Return<br>Reference                            | Explanation                                                                                                                                   |
|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| FORM 990,<br>PART VI,<br>SECTION A,<br>LINE 7A | 8 VOTING MEMBERS OF THE BOARD OF TRUSTEES CANNOT BE APPOINTED WITHOUT THE ADVICE AND CONSENT OF THE ESSEX COUNTY BOARD OF CHOSEN FREEHOLDERS. |

## 990 Schedule O, Supplemental Information

| Return Reference                       | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FORM 990, PART VI, SECTION B, LINE 11B | THE IRS FORM 990 HAS BEEN PREPARED BY AN INDEPENDENT PUBLIC ACCOUNTING FIRM WITH THE ASSISTANCE OF MANAGEMENT. THE FINAL DRAFT OF FORM 990, AFTER REVIEW BY THE CFO/COMPTROLLER, IS SENT ELECTRONICALLY TO EACH TRUSTEE FOR REVIEW. COMMENTS RECEIVED ARE SHARED WITH THE CHAIR OF THE FINANCE COMMITTEE. APPROPRIATE CHANGES SUGGESTED BY THESE COMMENTS AND OBSERVATIONS WILL BE UPDATED TO THE FINAL DRAFT PRIOR TO FILING WITH THE DEPARTMENT OF TREASURY. THE BOARD IS ADVISED AS TO THE PURPOSE OF THE FORM 990 AND ANY SIGNIFICANT CHANGES SINCE THE LAST FILING. |



**990 Schedule O, Supplemental Information**

| Return<br>Reference                             | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FORM 990,<br>PART VI,<br>SECTION B,<br>LINE 12C | <p>EACH YEAR A CONFLICT OF INTEREST QUESTIONNAIRE IS HANDED OUT AND COMPLETED BY EACH TRUSTEE AND OFFICER. IN ADDITION TO THE ANNUAL QUESTIONNAIRE, ALL TRUSTEES AND OFFICERS HAVE A DUTY TO TIMELY DISCLOSE ANY ACTUAL OR POTENTIAL CONFLICT THAT MAY ARISE. THE PRESIDENT OR A TRUSTEE SHALL NOTIFY THE CHAIR OF THE BOARD IF HE/SHE BELIEVES THAT A TRUSTEE HAS VIOLATED ANY BOARD POLICY. THE NOTIFICATION SHALL BE REFERRED TO THE POLICY AND GOVERNANCE COMMITTEE FOR A DETERMINATION WITHIN 90 DAYS OF THE NOTIFICATION. THE POLICY AND GOVERNANCE COMMITTEE SHALL NOTIFY THE TRUSTEE IN WRITING ABOUT THE INVESTIGATION, INCLUDING ANY SPECIFIC POLICY SECTION THEY ARE LOOKING INTO AND ANY KNOWN FACTS AND CIRCUMSTANCES. THE TRUSTEE SHALL HAVE AN OPPORTUNITY TO PRESENT WRITTEN OR ORAL STATEMENTS THEY DEEM RELEVANT TO THE INVESTIGATION. THE POLICY AND GOVERNANCE COMMITTEE SHALL MAKE A RECOMMENDATION FOR DISPOSITION OF THE MATTER TO THE FULL BOARD OF TRUSTEES. THE TRUSTEES SHALL THEN DETERMINE BY A MAJORITY VOTE WHETHER TO ADOPT THE RECOMMENDATION, AND IF A VIOLATION IS FOUND, MAY ASK FOR THE RESIGNATION OF A TRUSTEE, REMOVE A TRUSTEE AS AN OFFICER, REMOVE A CHAIR OR COMMITTEE AS SIGNMENT, AND SUCH OTHER RELIEF AS IT MAY DEEM APPROPRIATE UNDER THE CIRCUMSTANCES. FOR THE YEAR ENDED JUNE 30, 2019 NO POTENTIAL OR ACTUAL CONFLICTS OF INTEREST WERE IDENTIFIED OR DISCLOSED.</p> |

# 990 Schedule O, Supplemental Information

| Return Reference                       | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FORM 990, PART VI, SECTION B, LINE 15A | THE PRESIDENT'S COMPENSATION IS DETERMINED AFTER AN ANNUAL REVIEW BY THE BOARD OF TRUSTEES . THAT REVIEW, ALONG WITH REVIEWING OTHER TWO YEAR COMMUNITY COLLEGES IN THE STATE OF NEW JERSEY THAT PUBLICIZE THEIR PRESIDENT'S COMPENSATION HELP DETERMINE THE PRESIDENT'S SALARY . THE DELIBERATION AND FINAL DETERMINATIONS ARE TIMELY DOCUMENTED. THE PROCESS AS STATED HERE LAST TOOK PLACE IN EARLY 2018 FOR THE 2019 FISCAL YEAR. |

# 990 Schedule O, Supplemental Information

| Return<br>Reference                            | Explanation                                                                                                                                                          |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FORM 990,<br>PART VI,<br>SECTION C,<br>LINE 19 | THE COLLEGE'S FINANCIAL STATEMENTS, CONFLICT OF INTEREST POLICY, AND GOVERNING DOCUMENTS ARE AVAILABLE TO THE GENERAL PUBLIC THROUGH THEIR WEBSITE AND UPON REQUEST. |